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SUSTAINABLE FASHION MARKETING STRATEGY

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Abstract			
<p>The world is facing economic, environmental and social challenges, which have resulted in the megatrend of sustainability. It is well known that fashion industry has negative effects on sustainability. The topics of sustainability and unsustainable fashion production are very current and discussed in today's economy. This has resulted in the demand of sustainability also from the consumers' side, which means that companies should also start focusing on making their operations more sustainable. Companies should consider their impact on the world seriously and take corporate social responsibility into account.</p> <p>The aim of this Master's Thesis is to recognize how a sustainable fashion marketing strategy can be defined. In other words, the research purpose is to find out how a fashion company can build a sustainable marketing strategy. This research aims to awake discussion on how fashion industry can be made more sustainable.</p> <p>The research is conducted by studying existing literature and analyzing the case company, Finnish fashion brand Andiaata. The brand was chosen because it highlights its sustainable values and promotes fashion. The research approach is abductive and qualitative. The theoretical framework of sustainable fashion marketing strategy is built through topics such as fashion industry, fashion consumerism, fashion marketing and sustainable marketing, as well as sustainable marketing, marketing strategy, sustainable consumerism and sustainable marketing management.</p> <p>This research is built on the sustainable marketing strategy model presented in existing literature. The model includes the steps of (1) Mission and objectives, (2) Market and environment analysis, (3) STP Process, (4) Marketing mix, (5) Measuring and evaluating and (6) Public participation. The empirical material consists of the case company interview and chosen marketing material: social media posts, newsletter and website frontpage. These materials and the interview structure are presented in the Appendices 1–5.</p> <p>This research confirms and develops the six-step model of sustainable fashion marketing strategy. The most important findings include that the aspects of sustainability and fashion should be taken into account on each step of the process, and that sustainable marketing is much more than marketing – it should take into account the whole business operations from the production chains to end-use processes. The research also adds details to the existing theoretical knowledge about the topics.</p>			
Keywords fashion marketing, sustainable marketing, sustainable marketing strategy, fashion, sustainability			
Additional information			

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1 INTRODUCTION

This Master's Thesis studies Sustainable Fashion Marketing Strategy. This first chapter introduces the topic through research background, objective, methodology and structure.

1.1 Background

The world is facing sustainable development challenges in all its three dimensions: economic, social and environmental (United Nations 2013). The United Nations Sustainable Development Goals set a direction for a more sustainable future. E.g. the goal number 8 states; "Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all", and number 12 crystallizes; "Ensure sustainable consumption and production patterns". (The United Nations 2019.) This means that the economies and business environments need to act on the common sustainability goals.

The world is facing a megatrend of sustainability, which affects the entire economy. Production processes, retailing and the whole product lifecycles are being monitored over their degree of sustainability, that also has an effect on the consumers' buying behavior. This megatrend results in macro trends, such as ethical consumption. (Trend One 2019.) The changes in cultural, technical and social environment have shaped also the marketing thought and practice, creating the concept of sustainability marketing, which mixes the economic and technical perspectives with the sustainable development agenda (Belz & Peattie 2012: 15, 17).

The research interest towards sustainable fashion marketing results from the contradiction the two subjects have: traditional marketing is often seen to promote consumption, which has negative impacts on sustainability. Also, clothing and footwear, which is the industry this research focuses on, is one of the biggest categories when it comes to impacts on sustainability, because of the used resources and created waste (Belz & Peattie 2012: 82). In the first 14 years of the 21st century, clothing production has doubled because the phenomenon of fast fashion, which has serious consequences on the society. Fashion production has hazardous environmental effects

and e.g. the workers' working conditions are seriously lacking. (McKinsey & Company 2019.) These facts highlight the contradiction between fashion industry and sustainability.

The topicality of the sustainability problems and the research topics' controversy resulted in the interest of combining fashion and sustainable marketing. There is a new consumer market for sustainable fashion; it has resulted from the emerging ethical consumer behavior and interest in sustainable fashion production (Lundblad & Davies 2016). Still, the high-volume fashion conflicts with the goals of sustainability (Fletcher 2014: 140). The current system that uses, produces and distributes clothing is polluting and creates excess waste, which has negative impacts on the environment and the whole society (Ellen MacArthur Foundation 2017). However, the fashion industry has tremendous potential to improve actions in terms of sustainability (Jacobs, Petersen, Hörisch & Battenfield 2018).

A marketing strategy sets the firm's place; if it is moving in the right direction, has the meaningful objectives, competes for the right customers and develops the succeeding skills, resources and other capabilities (Mooradian, Matzler & Ring 2014: 41). Thus, it appears that creating a good marketing strategy is crucial for the current and future success. Because this research aims to study sustainable fashion marketing holistically, it was chosen to analyze the marketing strategy.

The most research on sustainable fashion focuses on the markets itself, leaving much unexplored (Lundblad & Davies 2016). Academic research within sustainable fashion marketing appears to be limited and according to Guedes, Paillard-Bardey & Shat (2018), a better understanding towards it is needed. Also academic research within the topic of slow fashion, which relates to sustainable fashion, is so far limited (Jung & Jin 2014). The marketing sphere on the other hand presents much data on how marketing strategies can be executed (Palmatier & Crecelius 2019). Based on the available literature, it seems that fashion marketing in general, and especially through the scope of marketing strategy, are not widely studied. This is the research gap that this study aims to bring up and fulfill.

1.2 Research objective

The aim of this Master's Thesis is to recognize how a sustainable fashion marketing strategy can be defined. Because of the complex nature of strategy, focus doesn't lie on details but rather in understanding the whole.

The main research question is:

How can a sustainable fashion marketing strategy be defined?

In addition to this, there are two sub research questions that aim to build a base for the main research question. These sub questions of the research stand as:

- 1) **How can fashion marketing be defined?**
- 2) **How can sustainable marketing be defined?**

In this research there can be recognized two distinct dimensions and confrontations, which draw together the research interests in question. These are *fashion marketing* and *sustainable marketing*. In the theoretical chapters these dimensions and their background reasoning will be explained in further detail.

1.3 Research methodology

This research will be conducted by combining theoretical and empirical research; analyzing theoretical background through previous research and doing empirical qualitative case research of a company, Finnish fashion brand Andiatat. The company is a good match for this research because it highlights its sustainable values. The company has views on sustainability through "lasting fashion" (Morelius 2019). Andiatat's Designer and Andiatat Paris Manager Matilda Morelius, who confirmed the company's views on sustainability, was contacted for this research.

This research uses qualitative and abductive research approach combined with a case study method. The research methodology will be presented in more detail in chapter

4. The empirical research material consists of the company representative's interview and supporting marketing material.

1.4 Defining key concepts

This chapter defines the key theoretical concepts that will be used in the research.

Fashion industry consists of the textile, apparel and footwear industries (Hines & Bruce 2007: 2).

Fashion marketing means using the multiple clothing customer centric philosophies and techniques to meet the company's long-term goals. Marketing of fashion can be design centered or marketing centered. However, the concept of fashion marketing means that good design craves only certain much promotion but still includes high emphasis on design, customers and profit. (Easey 2009: 7–10.)

In this research, the term *sustainable marketing* ties together definitions such as green marketing, sustainable marketing or sustainability marketing. Thus, sustainable marketing is defined as marketing that executes all marketing processes in a long-term, in such manner that corporate, social and economic wellbeing are taken into account (see Belz & Peattie 2012: 28–31). It also includes how these actions by the company are communicated to the consumers in a meaningful and engaging way that strengthens the company's sustainability (see Ottman 2011: 43–44).

Sustainable marketing strategy is a plan to achieve the organizational goals while keeping or making the natural and social resources better (Martin & Schouten 2012: 25). Sustainable marketing strategy should also include all business aspects (Belz & Peattie 2012: 29, 32–33).

Sustainable fashion marketing strategy combines the previously named concept sustainable marketing strategy with fashion marketing, putting it in the context of fashion industry. Sustainable fashion marketing strategy is the main research topic of this study and will be defined through the research.

1.5 Research structure

This first research chapter defined the background, objective, key concepts and methodology for the research. Now the whole research structure and the reasonings behind it are presented.

In order to deeply understand the research, it is important to know the theoretical background behind the main areas of interest. Thus, the theoretical part is presented first. It focuses on the main topics of this study: fashion marketing and sustainable marketing strategy, creating a theoretical framework for sustainable fashion marketing strategy. This framework is introduced in chapters 2–3.

After the theoretical part, in chapter 4, the empirical research methodology, approaches, reasonings for the chosen case and materials are presented. This aims to ease understanding the empirical analysis. In order to support the empirical material in the best possible way, it is also important to gain thorough background knowledge about the case company. Thus, also the case company is presented in chapter 4.

The empirical research material is analyzed in chapter 5. The research material consists of a qualitative case company interview and chosen marketing materials. The interview questions are presented in Appendix 1. The marketing materials are analyzed as support to the interview, and thus not studied in further detail. This material is presented in Appendices.

By combining the two theoretical frameworks and applying the empirical case company data, the study aim is to understand how a sustainable fashion marketing strategy can be defined; what steps does it include. The theoretical framework will be compared to the case company material in chapter 6, which creates the model for sustainable fashion marketing strategy. Finally, the research questions will be answered, and the theoretical and managerial conclusions presented in chapter 7.

2 FASHION MARKETING

This chapter aims to provide theoretical knowledge about fashion industry and marketing within it. First, the concept of fashion industry is defined, and after that the definitions of fashion consumerism, fashion marketing, and sustainable fashion follow.

2.1 Fashion industry

It can't be denied that fashion is powerful: it's culturally significant, a social catalyst, medium to communicate, way to enhance one's self-esteem and even reach success (Black 2012: 8). Through fashion one can seek new experiences, pleasure, self-justification, status and form an identity (Fletcher 2014: 140).

The fashion industry employs over 3,384.1 million people globally and shares 4 percent of the global market share. Its market value is estimated to be over 406 billion US dollars. (FashionUnited 2019.) The world's trade of textiles and clothing was around USD 350 billion. Already in 2004, these industries together represented 7 percentage of the world's export. (Hines & Bruce 2007: 2.)

Fashion industry combines agricultural and production material industries with the artistic side: styling, photography and media (Posner 2011: 6). Choi (2014: 4) states that the fashion industry is “- - characterized by huge demand fluctuation”. Because of the smaller product lines within retail offerings, the many retailers' clothing collections change dynamically. (Choi 2014: 4.) To be seen as on top of today's trends and not “out of fashion” has been important for consumers (Black 2011: 8).

Within the industry, there are many different sizes of companies serving the customers' clothing needs. The business is increasingly global, which is affected by the legislative changes and gradually removed trade barriers, as well as the growth of internet. Thus, the cultural, social and economic variation is remarkable. (Easey 2009: 7.)

The fashion markets can be divided by market or product category (e.g. clothing and apparel, accessories and footwear), product type (e.g. shoes, shirts), end-use (e.g. sportswear) and fashion style (e.g. contemporary) (Posner 2011: 10). This division is shown in the figure below, highlighting the clothing and apparel market and sections that this research focuses on.

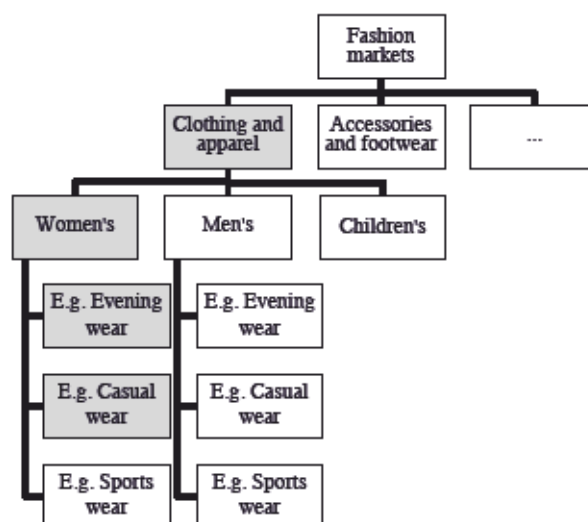


Figure 1. An example of the fashion market division (adapted from Posner: 2011: 10)

This division can again be divided into two levels that overarch: haute-couture and ready-to-wear. Haute-couture is the highest level, which impacts the overall industry. It has very different quality and standards, as well as price range, than the lower levels. Fashion houses that carry haute-couture can be considered as bona fide haute-couturiers if they create order-based apparel for private customers, produce two collections each year, have minimum 15 persons staff, an atelier in Paris and show evening and day wear of known runway looks. Haute-couture plays little role in fashion business but acts as a powerful tool in terms of marketing, as it increases the brand's status value and thus makes it more desirable. (Posner 2011: 13–14.)

Ready-to-wear clothing isn't custom-made but instead comes in certain sizes and is usually mass-produced through industrial manufacturing. Ready-made-fashion can be divided into high-end, middle, mass and value fashion markets. A high-end brand might also present a more affordable diffusion line. Mass market describes retail

chains that are often international, value fashion markets being even more affordable. (Posner 2011: 14–15.)

2.2 Fashion consumerism

The power of fashion has been visible throughout the cultures and history. It acts as a social catalyst, a way of communicating, enhances one's self-esteem, expresses identity, status and sexuality, while also showing belonging or differentiating from a group. Also, fashion business mixes cultural, economic, personal and social dimensions. (Black 2012: 8, 15.) Thus, understanding fashion consumerism is important.

Fashion consumerism is linked with self-justification and psychological obsolescence through changing appearances that have created more and more needs for uniqueness. It is one of the only industries that manage to perfect cultural invention cycles: discarding and accepting only temporary offerings. The new offerings seldom perform better than old ones, but they're rather bought for making identities more visible within a certain social group. However, this phenomenon isn't only relevant for fashion industry, it reflects the wider economic environment as a whole. (Fletcher 2014: 140–141.)

Traditionally, fashion has been considered as a phenomenon that is ready-made. Through a linear logic, imitation or repetition has been controlled from above. In addition, there are subcultures and styles that have been defined by personalities who are considered as leaders of their own genre. Consumers can choose a brand, style or subculture to their liking. In this traditional system the consumers are considered as passive receivers, and only the designers, stylists or e.g. magazines as the message transmitters. However, today's image of fashion seems to be less linear and rather more self-organized, viral fashion that spreads among the consumers. (Von Bush 2012 in Black 2012: 16.) A piece of clothing, such as a shoe, can stand for an unattainable whole, something that is lacked or longed for. At the same time also a whole collection of shoes can continue to lack something, to become an imaginable wholeness. These desires are needs, such as real needs for shelter or food, and are fundamental components in human sociability. (Brydon 1998: 1.)

The purchase of a piece of clothing isn't just one decision. The clothing consumers might wonder, e.g. how to find about new styles, when and how many items to buy, what will others' reaction to the purchase be, whether to try the piece on, etc. The process of fashion consumerism might include e.g. trying on the product, going shopping or exchanging the item. Consumer involvement also varies greatly, e.g. by their interest in fashion in general, the purchased item and time and place of the shopping experience. (Easey 2009: 69–70.)

The consuming process of a clothing has various steps. It starts from identification of the need, which might result e.g. from a worn-out piece in their closet or changes in social status. The next step is searching for information, which includes the consumer's brand and store knowledge, as well as personal sources. After this, the information is evaluated, and finally the choice is made. These are decisions that vary by individual and the information available. After the purchase evaluation is related to facts such as the social conspicuousness of the product, how central it is for the consumer's self, the purchase price and consumer's own orientation. (Easey 2009: 70–72.)

The fashion culture dominating leaders with changing outfits and accessories are shown on tabloids, internet and magazines. This highlights the desire for novelty among the regular consumers. The late capitalism developments and impact of this celebrity culture have together accelerated this change, promoting need for cheap and disposable clothing. (Church Gibson 2012: 20–23.)

Consumers who buy products of a fashion brand don't only buy clothes, but also fill social needs, such as excitement and showing a certain lifestyle. This means that effective branding strategies have the power to boost these aspects, resulting in happier customers and more profits. (Choi 2014: v, 4.) Thus, marketing plays a big role within the fashion industry. The fashion companies need to understand their customers in order to satisfy their needs (Hines & Bruce 2007: 14).

Sustainable fashion consumerism has so far limited research. (Lundblad & Davies 2016) It should be noted that some of the biggest parts of negative environmental gains could be tackled by focusing on their usage; e.g. laundering less often (Fletcher 2014: 92). Thus, it is clear that these actions should also be included in the concept of fashion

consumption (Cervellon et al. 2010). They should be aimed to be implemented to where the fashion imitation happens; on the ground level between people, among friends, fans and social media (Von Bush 2012 in Black 2012: 19).

Consuming sustainable fashion has shown to correlate with some demographic factors, such as age, income and ethnicity. The increase of ethical and sustainability decisions can result from unexpected tragic events, such as reportage of bad working conditions or working accidents. Consumers tend to associate recycled materials, second hand material, natural fibers and companies that include such characteristics, with sustainability. In terms of sustainable fashion, they've seen to be the most aware of recycling and vintage, fair trade and locally made, organic and vegan, and artisan and custom. (Shen, Richards & Liu 2013.)

2.3 Marketing fashion

Through the runway shows and magazine spread collections, fashion itself is a tool for marketing. Fashion marketing can be described as something that fills the gap between the intangible fashion and business realities, as well as a system that ties the commercial goals, business values and consumers' personal ideas and needs together. Fashion marketing should operate at each of the supply chain levels from production to retail, with couture, luxury and niche markets. (Posner 2011: 6.)

Fashion marketing means applying the various customer centric techniques and business philosophies in order to meet the potential clothing customer's needs and the organization's long-term orientation. The nature of fashion, where change is inherent and design both leads as well as reflects the consumer demand, set different kind of attention on the marketing practices. (Easey 2009: 7.)

There are two different views to fashion marketing: *design centered* view sees it as promoting the designs, while *marketing centered* view as design that should base on the marketing research. Design centered view considers marketing as promotion, which often happens through public relations or advertising. The potential customers are seen as people to be led or inspired, and the research limits to the leading creators,

such as musicians and artists. The limitation of this approach is that it is greatly affected on the designer's skills. (Easey 2009: 8–9.)

Market centered approach on the other hand considers the market research as the most important, which sets the criteria the designer should be able to respond to. The limitation of this view is that marketing can be seen to restrain the creative design, because profitability works as the success measure. In addition to these two conflicting views, there is a fashion marketing concept that recognizes the consumers' fashion style conservatism and also the opportunity for a consumer to change their opinions, combining the design centered and marketing centered views. In fashion marketing, the designers should understand that marketing can support the creative process, as well as the marketers understand that design can lead to ways to answer the customers' need. (Easey 2009: 9–10.)

Fashion marketing can be divided into five activities:

- 1) Fashion marketing research
- 2) Fashion product management
- 3) Fashion promotion
- 4) Fashion distribution
- 5) Fashion positioning and pricing. (Easey 2009: 10)

These activities partly follow the elements of *Marketing Mix*: product, price, place and promotion (McCarthy 1960 via Khan 2014). Posner (2011: 44) on the other hand uses the 7P model adding the three more elements to fashion marketing mix: physical evidence, process and people. (Posner 2011: 44.) The promotional mix of fashion marketing includes PR, advertising, sales promotion and personal selling (Posner 2011: 158). It should be noted that fashion companies don't only sell to consumers, but also to other firms within the industry (Easey 2009: 64).

Branding is highly important in fashion marketing. The purpose of branding is to present a distinctive identity for a product, organization or service. A fashion company's brand is what differentiates it from the competitors, e.g. by experiential dimensions and emotional meaning. Creating a continuing brand is very important in

fashion, because of the industry's need to renew season after season. Branding is about creating and managing a brand, which is then communicated to the customers in a way that clarifies the company's values. Thus, it should be considered as a significant strategic activity. A brand includes the logo, tagline, slogan, products and the physical environment, but also the intangible dimensions, such as the internal strategy and external consumer experience. Fashion products offer a great canvas for visual branding. (Posner 2011: 128–131, 134.) Brands appear on each level in the fashion industry: e.g. corporate brands have one identity across brands, manufacturer brands are marketed as production companies, private or own brands are sold in department stores and endorsed brands are sub-brands endorsed by their parent brand. (Posner 2011: 133.) Another prevalent strategy within fashion branding is co-branding, which means that a brand launches a co-brand with another designer or retailer, e.g. H&M's co-operation with Karl Lagerfeld and many others (Choi 2014: 5).

Fashion companies need effective and efficient *supply chains* to be able to manage brand operations and customer demand. Nowadays, this is often supported with e-commerce. However, also the back-office supporting activities are crucial for the marketing promise fulfillment in the future. The markets are also affected by globalization; organizations need to manage networks to be able to leverage brand values through global communication systems from every place in the world. (Hines & Bruce 2007: 14.)

It can be summarized that fashion marketing is customer-centric marketing to clothing customers in the fashion industry. In order to answer the demand through fast changing cycles, fashion marketing should have high emphasis on branding and high requirements for effective supply chains. (see Easey 2009, Posner 2011, Hines & Bruce 2007).

2.4 Sustainable fashion

Clothing and footwear industry is among the biggest to impact sustainability because of its massive resource consumption, accounted waste and energy usage from e.g. washing the clothes. The industry has also received negative attention for e.g. labor conditions and other supply chain problems. (Belz & Peattie 2012: 82–83.) Compared

to many other products, the lifecycle of textile products is versatile and relatively long; it includes many process phases, each of which have their own impacts to the environment (Talvenmaa 2002: 9). Sustainability of fashion is impacted by production, end-use, logistics and the fast pace. Next, these aspects will be presented.

Production of fashion and textiles is among one of the longest and difficult industrial processes: it draws on labor and other resources, such as water and energy (Fletcher 2014: 51). Even though fashion production impacts the environment and people broadly in a negative way, it has also positive sides: it creates employment and products that stand in the core of many cultures. To fix these negative aspects, improved techniques for processing have been developed. These ‘best practices’ should be utilized wherever possible, because they cause minimal impact. They include e.g. principles of minimizing process steps, choosing as clean production techniques and procession chemicals as possible, reducing resource consumption and waste production. The sustainability issues within production chains can be made better through so called ‘hard’ improvements, meaning technology, and ‘soft’ means, meaning cultural changes. The innovations are also guided by legislation, which protects sustainability and ethical conditions that businesses often tend to ignore. (Fletcher 2014: 51–56.)

Sustainable fashion production includes consideration of material production, ethical manufacturing, usage and recycling (Fletcher 2014: 7–113). A textile lifecycle includes the phases of gathering and processing the raw materials, coloring and handling them, manufacturing the textiles, consuming, using and maintaining them, recycling them and at the end the disposal (Talvenmaa 2002: 10). The textile materials stand as a base for sustainable change: their diverse use can endorse the wellbeing, flexibility and effectiveness in the long-term. There isn’t one specific fiber that can alone transform the pollution or resource problems, no matter how fair-trade or organic it is. Thus, there are strategies that aim for material diversity disposition in the markets. This means that because the fiber markets are diverse, more resource-efficient and culturally responsible, alternative fibers can gain more place. This results in a majority part of fibers that is a result of small minorities cultivated together. This model can again lead into agriculture that is more varied and local, fibers that are produced

regionally, local jobs and environments that are healthy and socially booming. (Fletcher 2014: 7–9.)

The textile materials can be scarcely divided into two categories: natural fibers and synthetic fibers (Talvenmaa 2002: 13). Textile markets are largely dominated by cotton and polyester. A common understanding is that in when it comes to sustainability, natural fibers are better than synthetic fibers. However, even though synthetic fibers do have a negative impact on people and the planet, also natural fibers such as cotton draw thousands of liters of water per only one kilogram, while synthetic polyester only under 20 liters. This shows that different materials have faced challenges when it comes to sustainability. Considering sustainable textile material production, one should take into account the big picture – ethics, consumption patterns and variety, as well as the detailed picture – e.g. a certain fiber's LCA profile. (Fletcher 2014: 10–11, 43.)

The sustainability of fashion industry isn't all dependent on the textiles and their production: especially their *end-use and recycling* matters. In fact, most of a clothing's impact to environment is caused by laundering it, not growing or producing the fibers. If a piece of clothing is washed half as often, the impact can also be cut in half. (Fletcher 2014: 91–92.) As the using and maintaining of textiles takes 2/3 of their environmental impact, the consumers stand at the core of minimizing the environmental problems (Talvenmaa 2002: 84). Thus, it is important to educate consumers on the importance of sustainable use of fashion. In addition, fashion should be designed with the customer's habits, utilities, values, norms and knowledge about taking care of the clothing in mind: some pieces are even designed for never being washed (Fletcher 2014: 102–103). The problem with fashion waste is also handled in many ways: the waste streams can be redirected, reused and recycled. This is also often guided by new emerging technologies. Different waste management strategies include e.g. reusing products, repairing and reconditioning products or parts of them, and recycling raw materials for manufacturing of other goods. (Fletcher 2014: 113–118.)

The sustainability of fashion is also greatly impacted by *logistics* (see Fletcher 2014, Fernie & Grant 2015). Sustainable logistics can be built by three themes: greening supply chains, emissions assessment and reverse logistics (Abukhader & Jönson

2004). Reverse logistics include the return, recovery, seasonal inventory, restock and recycling of products, as the process acts in opposite direction, from consumer to the origin. Emission assessment includes transportation and storing activities that use energy and thus produce CO₂. The third theme, greening the supply chains, means that they are carried out in an environmentally friendly and not wasteful manner. The World Economic Forum WEF has given recommendations to implement greening on activities such as transportation, vehicles and infrastructure networks, buildings, design of sourcing, packaging and products, as well as administrative issues, including e.g. CO₂ measurement and reporting standards. It should be noted that when developing a sustainable supply chain strategy, both upstream and downstream companies should be taken into account. Also, socially and environmentally responsible sourcing code of conducts should be developed. (Ferne & Grant 2015: 185–188.) In order to attain sustainable logistics system, a fashion retailer should adopt a strategically suitable environmental management system that meets the needs of stakeholders and the company, as well as works with the aspects of sustainability, people and profit. (Ferne & Grant 2015: 193)

The current clothing and textile industry is defined by fast speed: the combination of fast production and manufacturing just in time. This has allowed positive economic growth, which has contrary implications. (Fletcher 2014: 189–190.) This has resulted in the rise of *fast fashion*. Fast fashion can be characterized as consumers buying items so cheap that they purchase more and more clothing more often and still end up wearing them less (Ferne & Grant 2015: 12). Offering a contrary alternative to fast fashion, a concept of slow fashion has been developed. Slow fashion is a way to embrace fashion within its biophysical limits; promoting fashion production and consumption's variety and multiplicity. It includes changing power relations between the ones who create and the ones who wear fashion, aims to higher state of awareness of the processes and their impact, thus also pricing the garments higher to describe their real social and ecological costs. (Fletcher 2014: 204.) Slow fashion products have a longer lifecycle from their production to disposal. The slow fashion movement opposes the rapidly changing trends and the fashion waste they produce. The difference between slow fashion and environmentally sustainable fashion isn't very clear; they're closely related. (Jung & Jin 2014.) Jacobs et al. (2018) conclude that

today it seems to be more important to highlight improving the durability, than fashionability of the clothing.

The fact that fashion industry is contradictory to sustainability hasn't been left unnoticed. E.g. in the early 1990s a trend called 'eco-chic' started to dominate: the garments were made of natural-looking colors and of such fibers that didn't reflect the progress in real world. This trend was visible in the collections and magazines, but it wasn't really sustainable; rather a stylized version of grasping the problem. Even today, these natural color palettes and fibers are often associated with creditable sustainability. (Fletcher 2014: 141–142.)

In today's fashion industry, it should be recognized that not all consumption is negative, but also that consuming isn't the only way to experience and contribute to fashion. A goal should be to isolate the consumerism fashion markets and fashion as a tool to construct one's identity. This would give a meaning for fashion to help people identify the roots of sustainability problems and thus develop a new kind of fashion that bases on values. (Fletcher 2014: 143.)

It can be summarized that sustainable fashion includes emphasis on sustainable production, logistics and end-use. The sustainability of fashion is often affected by the industry's fast pace, which has resulted in the phenomenon of slow fashion. (see e.g. Fletcher 2014, Fernie & Grant 2015.)

The table below summarizes this chapter about Fashion marketing.

Table 1. Theoretical framework of fashion marketing.

Fashion marketing	Content
Fashion industry	<ul style="list-style-type: none"> ○ Employs millions of people ○ 4% of the global market share ○ Combines agricultural and material industries with artistic industries ○ Global ○ Market division ○ Haute-couture or ready-to-wear
Fashion consumerism	<ul style="list-style-type: none"> ○ Social catalyst

- Mean to express oneself
- Liked with self-justification and psychological obsolence
- Fast changing cycles
- Viral nature
- Purchase process includes various steps
- Filling social needs

Marketing fashion

- Fashion itself is a marketing tool
- Operates on each level from the production to retail and on all markets
- Customer centric
- Mixes design and market centricity
- Branding
- Effective supply chains
- E-commerce

Sustainable fashion

- Textile lifecycle is versatile and long: processes have negative environmental impacts
 - Production, logistics, end-use (e.g. laundering) and fast pace create environmental impact
 - Fast fashion has negative impacts, slow fashion acts as the opposite
-

3 SUSTAINABLE MARKETING STRATEGY

This chapter presents what a sustainable marketing strategy is and finally discusses the theoretical framework for sustainable fashion marketing strategy. It stands as a core background for the entire research, as it helps to define the strategic model that answers to the main research question of crystallizing the sustainable fashion marketing strategy. First, it is important to define what the concepts of sustainable marketing and marketing strategy include. After that, the model of a sustainable marketing strategy is presented.

3.1 Background and definition of sustainable marketing

The concept of sustainable marketing has been defined through many terms and definitions since the 1970s (Belz & Peattie 2012: 24). This chapter presents background for sustainable marketing and how this research defines the concept.

Unsustainable development means that humans are destroying vital resources in such pace that is faster than they can be replenished (Martin & Schouten 2014: 10). It can't be denied that traditional marketing practices are facing a needed change. The physical limits to consumption have already been overreached by the global consumers. The economic growth and increasing consumption are not sustainable, even though it's misleadingly been considered that it would improve the wealth and life quality of the world's population. Thus, sustainable marketing isn't an alternative anymore: it needs to become the new traditional way of marketing. (Emery 2012: 5.)

Sustainability is simply defined as the ability to maintain or renew the system perpetually. It can be divided into three dimensions: economic, social and environmental sustainability. Unsustainable economic activities refer to the problems in the decline of natural resources and at the same time an increase in the demand for them. (Martin & Schouten 2014: 10–12.) The field of marketing and its way to increase the consumers' demand is often blamed for causing unsustainable economic growth (Kleanthous & Peck 2004). However, it should be noted that marketing can also offer the needed tools in tackling these problems, through sustainable marketing practices (Martin & Schouten 2014: 10).

Sustainable marketing is defined e.g. as a process where a company creates, communicates and delivers value to its customer, in a manner where both human capital (people provided resources, such as labor) and natural capital (nature provided resources, such as materials) are preserved and enhanced throughout. Sustainable marketing craves new kinds of methods and business relationships to create value. However, also sustainable marketing must meet the firm's financial and economic goals. In addition to this, sustainable marketing has to proactively work on its impact on the nature's and society's wellbeing. (Martin & Schouten 2014: 18–19.) In 1970s and 1980s this was referred to as micromarketing, which means that marketing should take into account the relationship to not only the company itself, but also to the society, with special attention on the consequences that marketing can unintentionally have on e.g. environmental and social welfare (Fisk 1981 & Hunt 1981 via Belz & Peattie 2012: 14). It can be said that micromarketing focuses on how the society's goals could be met while optimizing social benefits. (Belz & Peattie 2012: 24)

It should be noted that in addition to marketing, all business activities are facing a change towards sustainability, both environmentally and socially (Hart 1995). Nowadays, the evidence of climate change effects has rushed the development of alternative solutions for the current lifestyle and consumption patterns (Belz & Peattie 2012: 9). Sustainable development is a new approach to society's development that aims for balance between economic prosperity, social equality and environmental protection (Belz & Peattie 2012: 3).

Sustainable marketing orientation can be divided into three parts: organizational, consumer and societal goals. Organizational goals or production orientation is internal and focuses on the company's own goals. Consumer orientation on the other hand aims to meet people's wants and needs, while orientation takes into account social and ecological goals as well. (Belz & Peattie 2012: 24.)

Since the 1970s, also other broader marketing concepts have started to rise: in addition to sustainable marketing, they are e.g. green marketing, social marketing, sustainability and environmental marketing. (Belz & Peattie 2012: 24.) Belz & Peattie (2012: 28) differentiate sustainability marketing and sustainable marketing, because sustainable marketing can seem to refer to long-lasting, not sustainable development.

Green marketing or sustainable branding should address the modern consumers' risen expectations for business operation, which requires both sustainable development and creating demand for the green brands through communications that engage the consumers about the environmental and social wellbeing (Ottman 2011: 43–44)

This research doesn't differentiate these concepts but combines them with the term sustainable marketing, defining it as follows:

Sustainable marketing is the executing of all marketing processes through long-term planning in such a way that both corporate needs, as well as social and economic wellbeing are taken into account. It also includes how these actions of the company are communicated to the consumers in a meaningfully engaging manner that encourages the sustainable values. (see Belz & Peattie 2012, Martin & Schouten 2012, Ottman 2011.)

Thus, in this research the terms green marketing or sustainability marketing are replaced with *sustainable marketing*.

Sustainable marketing differentiates from conventional marketing through various factors. Sustainable marketing should target to bring value to people through services that are locally and co-operatively produced and marketed proactively in an educative manner, through long-term planning. Conventional marketing on the other hand targets consumers with lifestyles, through products that are globally sourced, in a competitive and reactive manner, through short-term orientation, enhancing the product benefits. (Ottman 2011: 46)

3.2 Sustainable marketing management

This chapter introduces how sustainable marketing should be managed and what sustainable marketing management includes.

Sustainable marketing management should plan, organize, implement and control the marketing in order to fulfill customer needs but also at the same time consider the social and environmental requirements, while meeting the corporate goals. A

succeeding sustainable marketing strategy should include all business aspects: each department should aim for the same sustainability goal. This links sustainable marketing to CSR ‘corporate social responsibility’, which means taking into account also other responsibilities that organizations have, not just economic ties. CSR has been defined in many ways: some definitions include only social aspects, some both social and environmental responsibilities besides the obvious financial ones. (Belz & Peattie 2012: 29, 32–33.) This research considers CSR according to the European Commission (2019) definition, which states:

“Companies can become socially responsible by:

- integrating social, environmental, ethical, consumer, and human rights concerns into their business strategy and operations
- following the law.”

Since 1990s the stakeholders have started to become more involved and have more expectations about the companies’ sustainable performance, which has made many companies publish CSR reports that aim to present their positive impact on social and environmental factors. However, many of these reports aren’t strategic, operational or integrated to all company levels, they seem to only take PR-advantage of the sustainability trend. (Belz & Peattie 2012: 33–34.) This shows that the competitive advantage from presenting sustainable manners has been noted.

Strategic CSR should start with recognizing, prioritizing and focusing on those environmental and social issues that are the most important for the company. They can also be those the company can have the biggest impact on. (Belz & Peattie 2012: 34.) Porter & Krämer (2006 via Belz & Peattie 2012: 34–35) divide these into three categories:

- 1) general social impacts that are not significantly affected by businesses
- 2) value chain social impacts that are significantly affected by businesses and include the entire value chain
- 3) and social dimensions of competitive context, which include issues that have a significant impact on the fundamental competition drivers.

CSR can be strategic or responsive. Strategic CSR should change the value chain activities so that they participate in the greater good while reinforcing the company's competitive strategy. (Porter & Krämer 2006 via Belz & Peattie 2012: 35.) However, it should be noted that even though CSR is important when it comes to sustainable marketing, they aren't the same. CSR should focus on all corporate level stakeholders, whereas sustainable marketing considers product and customer level the most important stakeholder. (Belz & Peattie 2012: 35.)

The sustainable marketing management should work through the following steps:

1) External environment analysis

- Socio-ecological problems should be understood in both micro and macro level, paying attention to the issues that are relevant to the business sector and location in question. A key factor that affects the relevance of these issues is mass media.
- Consumer behavior analysis should include customer journey during the purchase, use and post-use.
- The crossing of the above mentioned two factors defines the marketing context and set new marketing opportunities.

2) Strategic marketing decision making

- Sustainable marketing values and objectives present the company's values and vision in terms of sustainability problems, including the corporate statements on sustainability.
- Sustainable marketing strategies' development sets challenges for managers, when it comes to e.g. innovation, targeting, segmenting, market positioning and product timing.

3) Product consideration

- A sustainable marketing mix is needed in order to develop a sustainable marketing strategy. It should take into account the customer viewpoint: solution, cost, communication and convenience.

4) Active public and political participation

- Sustainability marketing transformations describe the company's active participation in public as well as political processes, in order to

change the industry towards a more sustainable view, which links sustainability to the concept of CSR. (Belz & Peattie 2012: 29–31.)

Sustainable marketing and strategic marketing have common characteristics: both concepts are anticipative, future-oriented and externally focused. Sustainable marketing strategy is about translating the company's sustainable marketing values into a strategy that is commercially applicable. (Belz & Peattie 2012: 140.) It is the plan to achieve company's goals, while at the same time preserving or strengthening natural and social resources (Martin & Schouten 2012: 25). Ottman's (2011: 47) strategy for sustainable marketing is divided into seven steps:

- 1) Understanding the customers' and stakeholders' environmental and social values, developing a long-term plan based on their beliefs.
- 2) Focusing the new product and service creation in balance with the customers' wishes on quality, effortlessness and price range, while having minimal impact on the environmental and social factors around the product
- 3) Developing a brand whose practical benefits also encourage the customers to the important sustainability issues.
- 4) Making the marketing and sustainability efforts credible by communicating them and aiming for thorough transparency.
- 5) Working proactively and exceeding the expectations, committing in doing one's own share in solving the sustainability issues and thus gaining competitive advantage throughout the process.
- 6) Thinking in a holistic manner, highlighting the user community and having more environmental as well as social stakeholders.
- 7) Continuing to promote responsible use and disposal of the offerings, always aiming to have "zero" impact. (Ottman 2011: 47.)

A company can gain competitive advantage through its sustainable marketing strategy because it can e.g. anticipate environmental regulations, lower costs (both long and short-term), develop new competitive innovations, attract good workforce and talent, as well as differentiate on its own market (Martin & Schouten 2012: 26–27).

As any strategy, a sustainable marketing strategy should base on the company's vision and mission that reflect the company's goals for sustainability and marketing (Martin & Schouten 2012: 33). Thus, there isn't one sustainable strategy that fits all organizations; there are differences between industries and company sizes. Many academics have named their own strategy models for sustainable marketing. Ginsberg & Bloom (2004: 80 via Kirezli & Kayataz Yigit 2017: 113–114.) differ four strategies, shown in the figure below. Lean green strategies don't publish or even communicate their sustainability, but rather drive on the regulations and seek for preventive future solutions. Defensive green strategies respond to their competition or a particular crisis through sustainability. They might also use greener methods as preventive cautions. The next step of the matrix, shaded green strategy, on the other hand does make commitments to sustainable business in the long-term. However, even though they have the potential to be differentiated through their sustainable actions, they choose not to highlight them; green benefits are secondary for the offerings. The last category is extreme green strategy, where the sustainable values are highly integrated to the business model and even initial for the industries. (Ginsberg & Bloom 2004: 80 via Kirezli & Kayataz Yigit 2017: 113–114.) The figure below shows the green marketing strategy matrix.

	Importance given to green segments	Differentiation of green offerings
Extreme green	High	High
Defensive green	High	Low
Shaded green	Low	High
Lean green	Low	Low

Figure 2. Matrix of green marketing strategy, adapted from Ginsberg & Bloom (2004: 80 via Kirezli & Kayataz Yigit 2017: 113–114).

In order to contribute to the needed different perspectives, creating a sustainable marketing strategy often requires cross-functional teams. Sustainability includes system-level thinking. This is also important to ensure that the sustainability gains on one side don't impact negatively on the other. It might even be advantageous to create strategic alliances from outside the company. (Martin & Schouten 2012: 33–34.)

After the goals and the team is set, marketing strategy steps can be followed. When it comes to selecting the target market, a sustainable marketing strategy shouldn't merely focus on whether the targeted customer has sustainability interests, but rather on how

the product or service offering can be made as sustainable as possible, while still meeting customer's needs. When it comes to marketing mix, a good sustainable strategy should consider each element of the mix on its sustainable features. (Martin & Schouten 2012: 34–35.)

It should also be noted that the marketing mix has flexibility to be improved to even better in the future. Thus, one should ask if the action in question engages the company to a solution that might not be that functional if technology or markets face a change in the future (Martin & Schouten 2012: 35.), which again shows how future-oriented the sustainable strategy should be. The final step in planning a marketing strategy – deciding the propiate measures of success – should take sustainability into account through a sustainability criterion, such as carbon footprint (Martin & Schouten 2012: 35).

3.3 Sustainable consumerism

Consuming is highly linked to sustainability; how much and what we buy, as well as how we dispose, has direct effects on the environment around us. Sustainable consumerism or consumer behavior can be defined as such behavior that aims to fill the present needs and still benefit the environment or minimize impact to it. Even though most people want to live in a way that doesn't compromise the environment, most of them still create negative impact to it. Understanding the sustainable consumer behavior should stand at the core of the sustainable strategies for both businesses and governments. (Trudel 2018.) For a sustainable marketing strategy to succeed, the marketers need to understand the consumers motivations and barriers they face when it comes to sustainable choices (Belz & Peattie 2012: 86).

Concerns about sustainability vary between different countries. This is affected by the differences in priorities, cultural traditions and governmental systems. (Belz & Peattie 2012: 38–39.) A consumer who is aware of sustainability issues is most likely younger, highly educated, employed and comes from a wealthy family. However, nationality is even a more important factor. There are differences between the sustainability awareness and thus also sustainable behavior, which don't always correlate. (Bonera et al. 2017.) Thus, it is natural that the conceptions and attitudes towards sustainability

vary globally. When it comes to global marketing strategies, a differentiated marketing with segmentation based on the target country is recommended (Bonera et al. 2017).

For the consumers to be able to affect the production of sustainable offerings, they need to have enough information about the whole offering's lifecycle to make the needed decisions (Kalliomäki 1997 in Talvenmaa 2002: 6). It has also been emphasized that the more knowledge a consumer has, the better she/he might move towards the more sustainable alternatives (Belz & Peattie 2012: 87). Thus, it is important that sustainable marketing educates consumers about the issues on sustainability.

Consumer behavior has rational, psychological and sociological explanations. The rational assumption is that a consumer will choose a product or offering with the highest perceived net benefit, which results from the perceived benefits minus perceived costs. This model assumes that the consumer has high self-interest when it comes to making the purchase decision. Thus, for a sustainability marketing strategy to work, a marketer has to increase the sustainable solutions for the net benefits or reduce the costs for the more sustainable alternatives. The rational consumer behavior school of thought relies greatly on the consumer's sustainability understanding and willingness to pay environmental or social premium, which has led to relying on demographic factors. However, it should be taken into account that they are only a few of the possible reasonings. These have been reinforced with psychological reasonings, which often are irrational and emotional. This school of thought focuses on how a consumer feels and thinks about sustainability, especially the beliefs and attitudes he/she has towards it. (Belz & Peattie 2012: 86–90.)

The third school of thought on consumer behavior focuses on sociological explanations. This focuses on the offerings' and purchases' symbolic meanings; what they represent to a consumer or others. An important sociological factor to consider is how the consumers interact with each other, not only by themselves as individuals. Any consumer can have a significant impact on another, and the ones who have the biggest influence are called e.g. thought leaders of a brand or product. These influential consumers can be of big importance for sustainable marketing. (Belz & Peattie 2012: 90.) This kind of word-of-mouth marketing has the power to strengthen an

organization's brand and is even more emphasized by the possibilities of internet and social media (Weiss 2014). However, when it comes to sociological consumer behavior, it should be noted that it also includes practices that the consumer doesn't consciously think of or compare to their values (Southerton, Chappels & van Vliet 2004: 40).

The sustainable decision-making might differ when it comes to products with high or low involvement, because they crave a different kind of consideration process (Trudel 2018). Also, the degree of compromise; having to sacrifice something, and the degree of confidence; being sure about the issue, affects the consumers' choices. A key factor within sustainable consumer behavior is inconsistency. One reason to that is a clear attitude-behavior gap, and another that the consumers tend to pick such issues that meet their consuming behavior best. (Peattie 1999, Belz & Peattie 2012: 92–93.) The winning purchases are the ones that don't crave compromises but still have the highest benefit. The least successful offerings on the other hand are those that crave remarkable compromises for the environment and despite that don't convince the consumer. (Peattie 1999: 141.)

When it comes to the focus of this research, Jacobs et al. (2018) come to a conclusion that with sustainable clothing consumer behavior, there is a positive link between positive attitudes towards the sustainable offerings, but still a gap to the actual buying behavior. Sensitivity to prices and fashion consciousness don't have a significant effect on the customer behavior. The positive attitudes towards the sustainable clothing standards are the most important. (Jacobs et al. 2018.) Vringer, van der Heijden, van Soest & Vollebergh (2017) confirm the attitude-behavior gap and that consumers are willing to buy sustainable offerings, but only until a certain limit; commitment to one-self is higher. They find that consumer's willingness to commit to sustainability can be dependent on peer pressure, e.g. in a collective. (Vringer et al. 2017.)

3.4 Marketing strategy

This chapter defines first the concept of marketing, then expands it to marketing strategy, finally presenting the framework for sustainable fashion marketing strategy.

3.4.1 Marketing

Marketing is defined in various ways throughout theoretical research in the past. Ottesen (2001: 31) divides it in two different kinds of actions: delivering the marketing offering tools and communicating that offering to the publics. The widely used Marketing Mix by McCarthy (1960 via Khan 2014) on the other hand divides it into four distinct letter P's: product, price, place and promotion. McDonald (2008: 8) defines marketing as the matching process between a business capability and customer's need and want, to achieve objective that benefit the both parties. Brennan, Baines & Garneau (2003: 13) state that marketing covers tasks that ensure the product's delivery to existing customers.

What these views have in common is the product, and how the product is promoted. The offering itself and the way it is promoted can't be entirely separated, because as Ottesen (2001: 41) crystallizes, the effect of marketing efforts consists of the equation of the offering and its communication. Also, e.g. the future word-of-mouth communication and possible repeat purchases depend greatly on the offering itself. (Ottesen 2001: 41.) To summarize, as the earlier mentioned expanded 7P's Marketing Mix proves, marketing should include everything from product to people.

This research ties the concepts of marketing and marketing communication together and examines them through a holistic view, where all the functions that are included in delivering and promoting a product or service and filling the customer's need, are taken into account.

3.4.2 Strategy

A widely accepted definition divides a business strategy into a business unit strategy and a corporate strategy. Their difference is that a business unit strategy involves how the company competes with other businesses in the field, while corporate strategy includes decisions within the organization, only between its own strategic business units. (Brennan et al. 2003: 12.) A corporate strategy includes policies that aim for the organization to pursue its set objectives, e.g. competing in the market or managing within the cash flow (McDonald 2008: 26). Marketing strategy is part of the firstly

named, business unit strategy (Brennan et al. 2003: 12). As it acts as a part of a company's entire business strategy, marketing communication and its strategy must interact closely with other strategic elements (Ottesen 2001: 53), it can't be planned in isolation from other company functions but should rather base on the whole corporate planning system (McDonald 2008: 25). A corporate plan is important because it plays a significant role in the marketing plan, e.g. when the company's objectives and mission are outlined (McDonald 2008: 30).

A corporate objective acts as a beginning point for a *hierarchy of objectives and strategies*. The initial strategy sets objectives for the departments on the next lower level: as an example, the marketing department's strategies within the overall corporate plan become operating objectives for a department below, e.g. advertising. Within the hierarchy of objectives and strategies it is important that the objectives derive logically and straight from the upper levels. (McDonald 2008: 26.) However, it should be noted that strategic marketing differs from strategic management. The difference can be identified e.g. through the facts that a corporate strategy involves the whole organization, its entire range and depth of activities and balancing between the finances. This doesn't usually concern strategic marketing that tends to rather focus on products, markets and customer relationships. (Lynch 2000 via Brennan et al. 2003:16 and Brennan et al. 2003: 16.)

Strategic marketing has woken academic confusion around the definition of a strategic plan and a tactical plan. Tactical, or an operational plan covers only shorter time periods, as a strategic plan should extend around three to five years, at least the next fiscal year. (McDonald 2008: 13–14.) Strategic decisions tend to be made by the top executives or management and crave a long process, while tactical decisions often belong to other organization members and are made with faster pace (Brennan et al. 2003:12). Strategic marketing plan should always be completed before a tactical plan (McDonald 2008: 14–15).

3.4.3 Developing a marketing strategy

A marketing strategy should define who, when and where the firm serves, what needs should it meet, how will it serve those needs of the customers and why does it do it

(Mooradian et al. 2012: 42). Ottesen (2001: 53) defines strategy as a pattern that gathers company's marketing communication activities, the market where it operates through them, the whole organizational structure as well as relations to suppliers, financial players, authorities and institutions. A marketing strategy should be set as one of business strategy's sub-strategies, which are: purpose, goals, operating profit, product/market strategy, marketing strategy and organizational basis strategy. A marketing strategy should consist of guidelines of how the communication tools are used and the marketing communication budget, as well as description of the needed changes in certain business areas, the company's offering or international changes, that should be done before the goals can be reached. (Ottesen 2001: 54–55.)

Strategic marketing should aim to find ways how an organization will create value and keep its competitive advantage. Because also external factors, such as regulations or general economy, affect the success of a company's marketing, a marketing strategy should always identify changes in its market and business environment, while making sure that the company is prepared for them (Brennan et al. 2003: 4, 14). Thus, because of the dynamic business environments, marketing planning and the objectives should be flexible (Wilson, Gilligan & Pearson 1994: 140). Holistic and systematic marketing planning involves all the marketing elements, industrialized procedures and necessary compromises about objectives that inevitably conflict at some point (McDonald 2008: 9).

As Theodore Lewitt's concept of marketing myopia presents, "People don't want a quarter-inch drill. They want a quarter-inch hole!" This means that marketing should be consumer oriented, not product oriented. Organizations often focus their resources in what they're currently doing and don't invest in the future instead. The focus should be on the customer's needs, not the company's own products. (Harvard Business Review 2016.) Effective strategic marketing should pay particular attention to understanding the customer's needs and thus also understand consumer behavior. Consumer behavior process starts from identification of a need. (Brennan et al. 2003: 19–22.) Sheth et al. (1999 via Brennan et al. 2003: 21) recognize five sets of needs: functional, social, emotional, epistemic and situational. This research context of the fashion industry and clothing can be identified to belong to the more sophisticated social needs, which according to Sheth et al. (1999 via Brennan et al. 2003: 21) are

associated with societal segments and imprint something about the consumer or even belonging to a certain social group. They can also be identified in situational needs that can be unplanned purchases when an unexpected event occurs.

Marketing strategy development can be done in four steps, which are crystallized as follows:

1. Assessing the current situation through customers, competitors and the company itself
2. Forming the strategy through selecting target market and positioning
3. Implementing the marketing mix
4. Observing, measuring and adapting accordingly. (Mooradian et al. 2012: 47.)

The table below summarizes the previous chapters about sustainable marketing strategy.

Table 2. Theoretical framework of sustainable marketing strategy.

Sustainable marketing strategy	Content
Sustainable marketing	<ul style="list-style-type: none"> ○ New traditional way of marketing ○ Process to create value to customers ○ Keeping and enhancing human and natural resources, while meeting the corporate goals ○ Organizational, consumer and societal goals
Sustainable marketing management	<ul style="list-style-type: none"> ○ CSR ○ Anticipative, future-oriented and externally focused ○ Cross-functional teams
Sustainable consumer behavior	<ul style="list-style-type: none"> ○ Varies by nationalities ○ Information and knowledge affect ○ Product with highest net benefit is chosen ○ Psychological, sociological and rational explanations
Marketing strategy	<ul style="list-style-type: none"> ○ Who, when and where the firm serves ○ What needs should it meet, how and why ○ How to create value and keep competitive advantage

- Current situation assessment, forming the strategy, implementing the marketing mix, observing, measuring and adapting.
-

3.5 Sustainable fashion marketing strategy

Based on the previously named definition, it can be stated that marketing strategy development includes analyzing the current situation, formulating the strategy, implementing it, and finally monitoring and adapting afterwards (see Mooradian et al. 2014: 34; Martin & Schouten 2014: 47). The first part, current situation analysis, can include marketing auditing, ratio analysis, SWOT analysis, competitor analysis and customer analysis. The second part states where the company wants to be and how it aims to get there: defining mission and objectives, segmenting, positioning and targeting stand as a starting point. Next, the way to get to those set objectives is defined by product strategies, pricing, promotion and distribution; in other words, the marketing mix. The fourth stage measures and evaluates the actions, with the focus on allowing better success in the future. (Wilson, Gilligan & Pearson 1994: 22–24, Mooradian et al. 2014: 34, 34 & Martin & Schouten 2014: 47.)

This research focuses on the strategy itself, not its development cycle, and thus defines the strategy model to include the following parts:

- 1) **Mission and objectives**
- 2) **Market and environment analysis**
- 3) **STP process: Segmentation, targeting and positioning**
- 4) **Defining the marketing mix**
- 5) **Measuring and evaluating.**

However, because the model is about sustainable marketing strategy, a sixth dimension should be added:

- 6) **Public participation**, which according to Belz & Peattie (2012: 29–31) describes the company's active participation in public as well as political processes, in order to change the industry to more sustainable.

This chapter analyzes these stages in depth and combines them to sustainable marketing and fashion marketing aspects, creating a base for sustainable fashion marketing strategy.

3.5.1 Mission and objectives

In order for a strategy to be effective, it must have objectives that set the direction and motivation for the marketing. The strategy objectives also bench-mark the performance and effect of the strategy and provide a base for measuring its success. For an effective measuring to be completed, the strategy should be reviewed regularly, (Wilson et al. 1994: 137–138, 140.) because an objective will also show when a certain strategy has served its purpose (McDonald 2008: 81).

Defining a mission states what the company currently is, or what it aims to become. A good mission should provide the whole personnel on every company level a shared feeling of opportunity, direction, meaningfulness and accomplishment. It should be noted that a mission statement isn't something that is stated for eternity, but it must adapt over time to respond to both internal and external factors. (Wilson, Gilligan & Pearson 1994: 141–143.) The mission of a sustainable company should reflect its goals for sustainability and marketing (Martin & Schouten 2012: 33).

A company can have various objectives, which often have different natures and time horizons. These objectives are affected by a numerous amount of both internal and external factors, such as societal values, market situations, stakeholder expectations and organizational structure. A marketing objective should define what the company wants to achieve as e.g. sales numbers and market share. (Willison, Gilligan & Pearson 1994: 145–155, 161.) This research focuses on the marketing objectives, because they define a direction for the marketing strategy. The marketing objectives often focus on two large elements: products and markets (Wilson, Gilligan & Pearson 1994: 153). This is presented in Ansoff's (1957 in Wilson, Gilligan & Pearson 1994: 155–156)

product/market matrix. The matrix sets four objectives based on the products and markets as fundamental elements. These objectives/strategies are:

- 1) Market penetration: selling existing products to existing customers
- 2) Market extension: extending existing products to new markets
- 3) Product development: developing new products for existing markets
- 4) Diversification: developing new products for new markets. (Ansoff 1957 via Wilson, Gilligan & Pearson 1994: 155–156.)

However, when it comes to sustainable marketing strategy, these economic objectives aren't enough. The sustainability issues need to be included in the process of setting the objectives. Sustainable marketing objectives should include future orientation; where the company aims to be at a certain point of time. The previously named economic goals should be completed with ecological and social objectives. (Belz & Peattie 2012: 129–131.)

3.5.2 Market & environment analysis

Sustainable marketing strategy should take into account both micro and macro environment. Micro environment includes market actors, such as customers and competitors, public actors, such as media and communities, and political actors. Macro environment consists of natural environment, including e.g. resources and pollution effects, demographic environment, socio-cultural environment, meaning cultures and values, as well as technological, political and economic environments. (Belz & Peattie 2012: 141–147.)

Especially in the highly competitive and fast pacing fashion industry, it is crucial to research markets and marketing constantly (Posner 2015: 65). When it comes to fashion marketing, the company should analyze and gather information from the various range of business, fashion and market sources. It is important to e.g. keep up to date, anticipate future trends and assess the market state. E.g. tariffs can easily affect the fashion business. In fashion marketing, there can be research on fashion, promotion, distribution and market route, business and market. (Posner 2011: 62–66.)

Fashion marketing research plays a crucial role in developing new products, as it deals with generating ideas, evaluating new concepts and products, as well as pricing products. In fashion marketing, estimating and forecasting future demand is especially difficult. The future research can be made using past and present trend data, contacting e.g. editors and buyers, doing e-research, through style testing, etc. (Easey 2009: 119, 121–123.)

The macro environment's levels can be analyzed through PEST framework, which takes into account political, economic, socio-cultural and technological factors. (Wilson, Gilligan & Pearson 1994: 165). These different dimensions play important roles in fashion marketing; technology development affects products and communication, social and cultural factors have an impact on fashion design, buying and consumption, economic factors have an effect on spending and selling, as well as political regulations impact e.g. trade (Posner 2011: 65–66).

3.6 STP process: segmentation, targeting and positioning

The STP process, meaning the market segmentation, targeting and positioning, is the process for strategy formation (Mooradian et al. 2014: 305).

Market segmentation means dividing the potential buyers into smaller groups that have some similar buying patterns in common. These parts become more manageable and thus can be targeted more precisely. The categorization should be made based on the buyers' characteristics and product need they have. A succeeded segmentation brings competitive advantage and market knowledge. Segmentation base can be grouped to four categories

- 1) Geographic and geo-demographic
- 2) Demographic
- 3) Behavioral
- 4) Psychographic. (Wilson, Gilligan & Pearson 1994: 190, 200.)

Sustainable consuming attitudes don't always translate into the same degree of sustainable consumer behavior. The sustainability issues also change how the need

hierarchy should be analyzed, because e.g. environmental sustainability emphasizes that the physical needs (food, water, etc.) are under pressure. Even though the sustainable consumer groupings are widely researched, there are still inconsistencies in behavior; the segment membership tends to be changeable depending on the circumstances and sustainable behavior aspects. It should also be noted that sustainable marketing aims to change lifestyles, not only of specific segments, but of all. Thus, only the willingness to act in sustainable manner should function as a segment. (Emery 2012: 100–101, 113–114, 118.)

When it comes to fashion segmentation, lifestyle plays a significant role, as clothing preferences and styles are often influenced by the customer's work, peer group and leisure activities, as well as attitudes and opinions on politics, art, environmental issues, etc. The widely used *demographic segmentation* doesn't always apply to fashion marketing as such; e.g. women in same age might have different clothing purchase behavior depending on their work and lifestyle. Demographic segmentation can also classify consumers by their generation, which takes into account the political, economic, social and cultural situation the consumer has been born into, which plays an important role on their opinions, e.g. on fashion. Psychographic and behavioral segmentation sorts the consumers by their lifestyle and personality, which suits fashion marketing, as the demographically same consumers can have entirely different style and attitudes. Fashion marketing needs to also segment geographically, because the industry has become more and more global. (Posner 2015: 109–112, 116, 119.)

A *targeting* strategy can be differentiated or undifferentiated. Undifferentiated targeting doesn't take into account the different segments but markets all products to all. Differentiated approach on the other hand develops marketing mixes that are adapted or customized for specific target market segments. (Mooradian et al. 2014: 301–302.) The fashion consumers have started to desire individuality, which can be achieved through clothing. This has resulted in differentiated clothing markets, on the contrary to undifferentiated mass markets. (Easey 2009: 132.)

Positioning means setting how the company wants to be perceived in the eyes of a customer (Mooradian et al. 2012: 305). It should identify the competitive advantage and communicate it to the markets. This means selecting the most effective market

position, which craves identifying the market structure and current positions that the competitors have. Positioning can be done by attribute, price/quality, competitor, application, product user or product class. (Wilson, Gilligan & Pearson 1994: 220–221.) Distinction from the competitors can be achieved through branding, which also creates emotional connection and engagement. Continuous branding is extremely important in the fashion industry. (Posner 2015: 44–45.)

Traditionally the sustainable brands, e.g. Fair Trade and with characteristics of energy-efficiency, were positioned as inferior to competitors in the eyes of the many consumers. Thus, it should be remembered that marketing shouldn't emphasize the sustainability attributes too much, in such way that the core product benefits suffer, the concept that is called green marketing myopia. When positioning sustainable brands, the consumer value of socio-ecological attributes should be taken into account (Ottman, Stafford & Hartmann 2006.) and align them with the core product benefits (Belz & Peattie 2012: 188).

A key factor within positioning is the brand's competitive advantage. Cost competitive advantage can be gained through cheap pricing, but it's not sustainable – as the competitors can meet the same price points. Thus, cost alone isn't good enough as competitive advantage, it should be aligned with other factors. In fashion markets, this should be fashionability, the ability to produce catwalk-inspired styles and exactly right trends to the market faster than the competitors and with reasonable price. In fashion industry, the brands should also differentiate themselves through a signature style that defines their unique selling point (USP). The signature style should be so clear that it is easily associated to the brand in question (Posner 2015: 59–61.)

3.6.1 Defining the Marketing Mix

The traditional marketing mix is defined to consist of product, price, place and promotion. Sustainable marketing should rather turn the focus from the product to customer and aim to solve their problems. Thus, the traditional mix is replaced with 4 C's; customer solution, cost to the customer, convenience and communication. (Belz & Peattie 2012: xv, 175–176.)

When it comes to *customer solutions*, sustainable products need to be much more than just satisfy the need. Customers want to know the history behind those products; how they were produced and processed. The products should also be safe and healthy, durable and energy efficient. A sustainable product should

- satisfy the customer
- have a dual focus: not only in the environment but also take into account ecological and social facts
- be life cycle oriented: acknowledge the whole product life cycle from raw material to post-use. (Belz & Peattie 2012: 175–181)
- contribute to tackling socio-ecological problems globally (Peattie 1995 via Belz & Peattie 175–176.)
- improve constantly
- improve with competition. (Belz & Peattie 2012: 175–181.)

The products can also offer related services to complete a sustainable solution, which can be called performance sales. These product related services, such as trainings, maintenance or disposal, can add to customer value, but also ecological value. (Belz 1999: 85–86.) It should be noted that a sustainable customer solution includes actions before, during and post the purchase (Belz & Peattie 174–176). Products with high-quality solve the customers' problems for a longer time period, while also strengthen the company's reputation. Because the products last longer, they increase the resource productivity and decrease the material input. Thus, offering lasting products with high-quality has benefits for the customer, company and environment. (Belz 1999: 85–86.)

In fashion, the customer solution or product dimension includes the levels of design, style, fit, sizing, quality, fashion, performance and function. The industry usually includes collections or wholesale/retail ranges that include various product categories, for specific target markets. In this dimension of fashion marketing, it should be considered if the product is e.g. suitable for the specified market, satisfying the market's intangible aspirations and in balance with the collection, but also variable enough. (Posner 2011: 34.)

The products have attributes, meaning their features, functions and uses, and benefits, meaning how the attributes can benefit customers. Pieces of clothing also have intangible attributes, which connect to the consumer's ideals, desires and perceptions. These are very important for the industry, as a consumer doesn't merely buy a product, but the whole set of interpretations and expectations about it. (Posner 2011: 35.)

In sustainable marketing, *total cost to the customer* includes acquisition (price and purchase costs), use costs and post-use costs. Thus, cost to the customer isn't only about the product price. When purchasing a product, especially as an initial purchase, a customer is faced with risk; financial, performance, physical, social, psychological and timely risk. (Belz & Peattie 2012: 233–234.) Purchasing includes search costs, information costs and transportation costs. Using the product creates use costs and maybe even change costs, if the products crave different kind of use. Usage also includes disposal costs. In textile-related industries, the most important cost criteria are appearance, functionality and price. However, these can differ based on how fashion-oriented the consumer is. (Meyer 2001.) Pricing can be value-based, where the consumers already expect to pay more for sustainable products, or cost-based, where e.g. high-volume production might allow more affordable pricing (Belz & Peattie 2012: 239–240).

Convenience level is traditionally defined as place, which includes distribution and retailing of the products. Convenience is a relative concept, which can include finding, accessing, purchasing, consuming and also disposing the product. The dimension should take into account factors that affect e.g. distribution, packaging, product information, retailing, product features during use and post-use. (Belz & Peattie 2012: 257, 260–269.)

The retail logistics in fashion are increasingly complex (Fernie & Grant 2015: 1). Thus, retailing and logistics play an important role in fashion marketing. Sustainable logistics include the themes of reverse logistics, emissions assessment and greening the supply chain and logistical activities (Abukhader & Jönson 2004). In the apparel industry, especially reverse logistics have shown to enhance sustainability, add value and reduce waste, which together also reduce economic and environmental costs (Beh, Ghobadian, He, Galleary & O'Regan 2016).

In fashion markets, speed is important in gaining competitive advantage; the companies should get the right trends into the market faster than their competitors. Vertical supply chains and integrated production and distribution are shown to lead to shorter lead-times. (Posner 2015: 60.)

The figure below shows the steps in fashion retail supply chain:

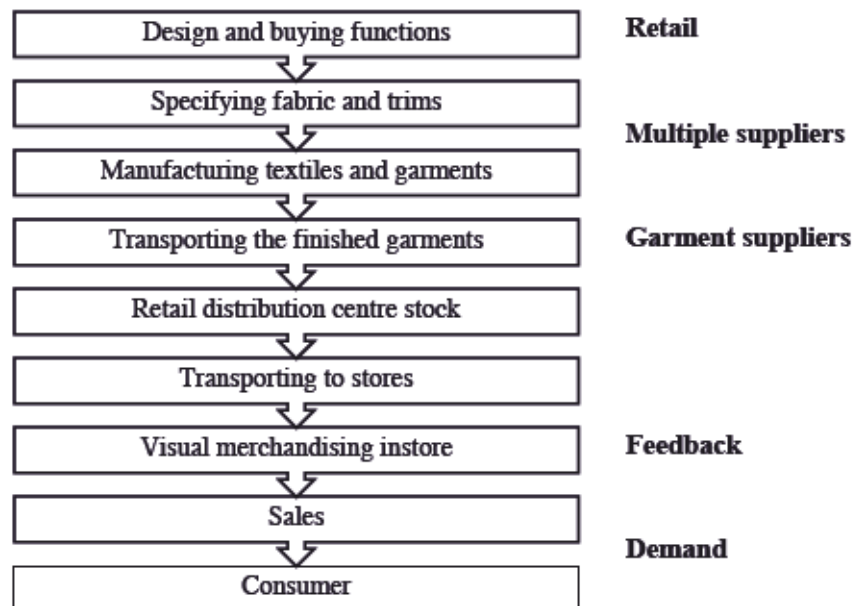


Figure 3. Retail supply chain (adapted from Black 2011: 56–57).

Physical accessibility is the key factor in contributing to convenience (Belz & Peattie 2012: 259). Thus, sales channels should be looked into. In fashion industry, the key channels are

- direct routes (online or telephone purchases)
- service-oriented channels (retail stores)
- catalogues
- public events or fairs
- preview events (e.g. trunk shows). (Posner 2015: 46–47).

It should also be noted that different international or national locations might vary between the retail stores, because the customer requirements have different characteristics and preferences (Posner 2011: 42). The way to these channels is also

variable; items can be purchased through trade fairs, via agents or sales teams, directly from the manufacturer, online or from showrooms (Posner 2015: 49).

Concerning *communication*, it should be noted that fashion itself is a form of non-verbal communication. Even highly branded clothes disclose meanings that exceed the brand's literal meaning. (Barnard 1996: 26.) Fashion communicates personally and publicly, expresses identity and displays different status and messages (Black 2012: 8).

Planning the sustainable communication should always start with setting objectives. The objectives can vary from generating awareness, informing, reminding and persuading, to reassuring, motivating, connecting and rewarding. The difference between conventional and sustainable marketing rises from the fact that conventional marketing focuses on promoting the product to the customer, meanwhile sustainable marketing opens the communication for dialogue with the customer and informs about the company behind the product. The used communication media doesn't really differ from conventional marketing; advertising, selling, direct mail, sales promotion, labels, point of sale, PR and online channels can be used. (Belz & Peattie 2012: 202–209.)

The traditional promotional mix focuses on advertising, sales promotion, PR and personal selling. Fashion industry adds more categories; fashion press, seasonal catwalk shows, visual merchandising and window displays. Fashion magazines and fashion bloggers play a significant role in promotion, as they report collections and premier new styles, giving details to the looks. Fashion shows also provide remarkable PR opportunities and publicity. Window displays act as powerful marketing canvas, drawing customers in or directing to a website. Instore merchandising and signage are also an important form of communication, as they highlight the certain looks that are wanted to be promoted. Advertising and campaigning fashion can be expensive, but does promote the brand image and position, creating desire for the products. In addition, the fashion magazine covers and other advertising spots are powerful tools in fashion marketing. Content marketing on the other hand works in digital environments. In addition to this, celebrity promotion is popular, especially for high-end brands. (Posner 2015: 172–176.)

Sustainable brands should communicate the consumer a special added value about their social and environmental benefits. The products can also show their sustainability through different labelling, such as Fairtrade. (Belz & Peattie 2012: 185, 206.)

3.6.2 Measuring and Evaluating

It is necessary to assess marketing strategy, in order to ensure that the plans are on target (Mooradian et al. 2014: 415). Controlling the actions in achieving a certain goal can be identified as a part of strategic marketing, because that is how the management can ensure the desired outcome. Thus, controlling should be seen as a process which includes measuring and redirecting through considering various alternatives. However, it should be noted that strategy and control aren't always linked to each other: a bad strategy will fail even though it would be well monitored. (Wilson, Gilligan & Pearson 1994: 547–549.)

In order for the measuring to be effective, marketing objectives should follow the SMART rule; be specific, measurable, achievable, relevant and time-specific, which are the type of goals that can be met and measured. In order to make progress forward, the company should be able to react to changes in appropriate time. This craves continuous measuring and planning, which includes implementing, evaluating and revising yearly plans. This kind of assessment should be systematic and lead to making the needed adjustments. The needs for these adjustments can rise from marketing strategy deviations or from the premise that the strategy is based on. Thus, assessing should focus on premise control, which takes into account even the fundamental values and policies, and progress control, which includes progress between an expected objective and an obtained result. (Mooradian et al. 2014: 408.)

Progress control on the other hand measures the certain marketing plan in action. The strategy can be controlled through financial ratios or different marketing metrics, such as customer metrics, competitive metrics, profitability metrics and market metrics. Financial ratios, such as liquidity ratio (current assets / current liabilities) base on accounting information and usually compare to e.g. the industry or a competitor. The real challenge within marketing measurement is to choose the right metrics that don't contradict with each other. (Mooradian et al. 2014: 410–411, 416.)

3.6.3 Public participation

In sustainable marketing, the company's role should be proactive, cooperative and long-term oriented. (Ottman 2014: 46). The company should actively work on its impact on the nature's and society's wellbeing and enhance them (Martin & Schouten 2014: 18–19). This creates a need to add the sixth step to sustainable marketing strategy; it can be possible through active public participation.

Marketers can take part in transforming the world towards more sustainable on different levels, with different stakeholders included. The consumers' wants and needs can be shaped through different marketing activities, which can be grouped to categories; giving sustainable choices, influencing sustainable choices and editing sustainable choices. This can be called sustainable marketing transforming from inside-out. The extension of sustainable markets opportunities craves changes in political and public framework, which the companies can affect. In order to change the industry towards sustainability, the company can participate in political work. This step also links the strategy to the concept of CSR. (Belz & Peattie 2012: 29–31, 279, 284–286, 291.)

The presented theoretical framework of sustainable fashion marketing strategy is shown in the table below.

Table 3. Theoretical framework of sustainable fashion marketing strategy.

Sustainable fashion marketing strategy step	Content
Mission and objectives	<ul style="list-style-type: none"> ○ Mission reflects sustainability ○ Objectives include the three dimensions of sustainability
Market and environment analysis	<ul style="list-style-type: none"> ○ Micro environment ○ Macro environment ○ Future orientation
STP Process	
○ Segmentation	○ Psychographic or behavioral segmentation, lifestyle
○ Targeting	○ Differentiated or undifferentiated targeting
○ Positioning	○ Socio-ecological attributes and competitive advantage
Marketing mix	4C's – customer orientation

- Customer solution
- Cost to the customer
- Convenience
- Communication
- Dual focus: sustainability
- Style, design, fit, etc.
- Acquisition, use costs, post-use costs
- Value-based pricing
- Distribution, accessing, purchasing, consuming and disposing
- Fashion itself communicates
- Communicating the added sustainability value

**Measuring and
evaluating**

- Controlling the success through SMART goals
- Progress and premise control

Public participation

- Impact in the bigger picture through e.g. politics
 - CSR
-

4 RESEARCH METHODOLOGY

This chapter presents the research methodology, including the research approach and methods, as well as presenting the case company and research material.

4.1 Research approach and methods

This research uses qualitative and abductive approach in a case study research. Next, these concepts and reasonings are explained in more detail.

Qualitative approach focuses on in-depth understanding and aims to answer questions such as *how*, in addition to *what* (Carson, Gilmore, Perry & Gronhaug 2001: 66). Qualitative methods have become more popular in business research, because they aim to understand the company's multi-nuanced actions. Many business-related phenomena crave qualitative methods in order to grasp people's operations and social processes. They also offer a way to differentiate from the more traditional, theoretical and conceptual frameworks. (Koskinen, Alasuutari & Peltonen 2005: 14–15, 23–24.) Qualitative research characteristics also allow flexible and suitable interpretation (Carson et al. 2001: 65).

Abductive research combines deductive and inductive philosophies. Abductive process can be defined as the process in which people's descriptions are categorized and conceptualized in order to create a base and understanding of a phenomenon. (Eriksson & Kovalainen 2008.) In this study, the empirical interview is conceptualized in order to complete the theoretical framework.

Case study research is suitable for many kinds of research objectives: describing, explaining, predicting or controlling processes. Case studies can be reported by the directed participants, informed observants of a third-party, as well as the case researcher her/himself. (Woodside 2017: 11–12.) Thus, as a qualitative case study, this study aims to describe how the sustainable fashion marketing strategy can be defined. Case studies aim to leave place for diversity, which is why overly simplistic research models are avoided (Eriksson & Kovalainen 2008). The case study in question is extensive, because it aims to test or generate a generalizable theory and relies more on

patterns than interpretation (see Eriksson & Kovalainen 2008). In this research, the case study aims to bring details and diversity to the strategy model.

4.2 Case company

The studied case company in this research is Andiatà. The brand was chosen because it is a fashion brand that emphasizes sustainable values. Andiatà is a perfect fit for this research because it is a growing fashion business that has included sustainability into its values for decades (Morelius 2019). Both sustainable and fashion marketing are visible in the company's marketing communications.

Andiatà was founded 1986 in Helsinki, by the current Head Designer Tarja Rantanen. The company is family-owned: Rantanen's daughter Matilda Morelius shares responsibility in design, internationalization and marketing. Since the beginning, Andiatà has focused on quality instead of quantity, which aims for lasting collections in both quality and style. Their design mixes both Scandinavian minimalism and Parisian feminism. (Morelius 2019.) The brand's design studio is located in Vallila, Helsinki (Andiatà 2019) and their flagship store in Northern Esplanade, Helsinki. In 2019 Andiatà opened their first international store in Paris. Andiatà's biggest retailer is Stockmann, and the brand has many retailers around Finland, Sweden, Russia, Denmark, Estonia and France. (Kauppalehti 2019.) The brand sells clothing and accessories for women (Morelius 2019).

Andiatà's values are sustainability and innovation: timeless and long-lasting design, quality over quantity, feminine and elegant design together with Northern minimalism, exclusivity and value creation through best possible customer service (Morelius 2019). As the Manager of Andiatà Paris, Matilda Morelius (2019) states, sustainability has been the core of Andiatà's brand DNA since the beginning. They want to grasp sustainable values through long-lasting design that is used "from mother to daughter". 90% of the brand's production material is natural and sustainable, which they're known for. Recently the brand has e.g. started to use organic cotton, RSD certified down, organic wool and organic cashmere in their production. Andiatà minimizes their carbon footprint e.g. by having the production geographically close to the manufacturing headquarters in Estonia. (Morelius 2019).

Morelius (2019) states that Andiata's marketing is omnichannel; they utilize the multiple marketing channels in order to grasp their customers attention. The most important marketing channels for them are newsletters, social media, website and PR (Morelius 2019).

4.3 Research material

The empirical research consists of qualitative analysis of the interview and marketing materials. Interviews consist of a series of questions and answers, are most often had between two persons (sometimes in groups), conducted face-to-face, over the telephone or online (Eriksson & Kovalainen 2008). The interviews in this research are *semi-structured*, which means that the researcher's impact to the interview is aimed to be minimized (Koskinen, Alasuutari & Peltonen 2005: 103–104). In a semi-structured interview, the words and sequence can vary, and the tone is kept informal. The interest lies in facts, which means that the interviews are positivist. These interviews are qualitative, because the question structure leaves the participant's response open ended. Interviews are commonly used in business research, because they can provide information that isn't available in a published form. (Eriksson & Kovalainen 2008.) The interview structure is presented in Appendix 1.

The interview informant was Matilda Morelius, Andiata's Designer and Manager of Andiata Paris. She is the daughter of the company's founder Tarja Rantanen and thus very familiar with company's operations. Morelius was a great source for the company's strategy related information, because she is involved with many processes from design to internationalization and marketing. She has taken the company abroad to Paris and also studied fashion marketing there (Morelius 2019), which supports her expertise even more.

The interview focuses on the company's background, values, sustainability and sustainable marketing. The interview structure doesn't entirely follow the theoretical part's structure, because the aim was to find variable supporting data through more open-ended questions.

The interview was conducted via phone because the interviewee lives abroad. The interview was recorded for research analyzing purposes. The questions were presented in Finnish, because it is the participants' mother tongue. After the interview, the interviewee's answers were transcribed, color-coded and organized after the theoretical framework. After transcribing the recordings, the answers were translated to English, in order to make the study more coherent and easier to understand. Some unnecessary repeated words were deleted from the quotes.

The secondary empirical research material was collected to support the interview. The particular pieces were chosen based on the interview material; Morelius (2019) named that Andiaata's most important marketing channels are newsletters, social media, website and PR with chosen magazines and public actors. Thus, it was chosen to focus on the newsletter, social media and website frontpage.

The newsletter in question (Appendix 2) was chosen because it represents the company's visual style well and highlights sustainable values. It came out during the research time, on 12th of September 2019, so it was topical. It shows a great example of communication within the company's sustainable marketing strategy.

The Instagram post in question (Appendix 3) was chosen to represent one type of the company's social media behavior, because it advertises many clothing pieces and describes the company's Finnish origin through Finnish nature. It also represents the company's visual style and includes their often-used hashtags, such as #designthatlasts. It has been published on 24th of September 2019.

The Facebook post in question (Appendix 4) was chosen to represent other type of the company's social media actions. The post in question differentiates from the Instagram post, because it announces informative content, while also imprinting the company's values. The post also describes the company's co-operation and PR communication actions, because it announces collaboration with Swedish entrepreneur and influencer Isabella Löwengrip. The post was published on 24th of March 2019 and appears to be one of the most recent influencer collaborations of the brand.

In addition to these, the company's website frontpage <https://www.andiata.fi> (Appendix 5) was chosen to be analyzed, in the form it was online on 1st of November 2019. I was seen that the website gathers together the most important marketing messages the company wants to bring up at the current time, which makes it relevant for the whole picture.

The marketing materials are analyzed by examining their visual and textual elements, especially sustainability aspects in mind.

5 EMPIRICAL ANALYSIS

This chapter studies the empirical research material based on themes that were presented in the theoretical framework: fashion marketing, sustainable marketing, and the steps of sustainable fashion marketing strategy. The first two subchapters 5.1–5.2 address the empirical base of fashion marketing and sustainable marketing, and the subchapters 5.3–5.8 follow the sustainable marketing strategy steps defined in the previous chapter. The last subchapter 5.9 draws together the results of the empirical case study. The empirical results and the theoretical framework will be discussed in chapter 6 and concluded in the final chapter 7.

Each subchapter is summarized in a table that shows the theme's key elements based the theoretical structure and case research. If new elements or especially highlighted factors have appeared from the material, they have been written in *italics*. Each element's most important factors are presented on the right side.

5.1 Fashion marketing

The interview crystallizes that the brand knows their market divisions and price range well. It also becomes clear that the market divisions aren't just about the product ranges, but also include the product qualities and characteristics.

"[...] we are a high-end women's ready-to-wear brand."

"No, we don't have (shoes), or purses, we focus on women's clothing and accessories, and the fact that our products are of good quality, fit well and last year after year for our customers."

The interview clearly supports the fact that Andiatà's marketing is more market centered than design centered. However, it should be noted that the brand also invests highly in design and following the trends, which can be considered to support that the brand's marketing follows Easey's (2009) previously mentioned fashion marketing concept.

"[...] we've always had the fact that we want to make commercial collections that women actually want to wear year after year, it's remarkably important, all the feedback we get from our sales, B2C sales, is monitored constantly. What cuts they like, what quality they like, what they don't like, and then our design team reacts to this information and based on that we make the collections [...] it makes sense that we listen to what the customer wants and then anticipate what the customer could want in the future so we can create something new for them. We also have information about what has worked before and we monitor it [...]"

The interview reveals that marketing is crucially important in the fashion industry. The company alters their marketing geographically. It appears to be beneficial to have a flexible organizational structure so that different teams can work together. It was also mentioned that because the company is small, it allows everyone to take part in working with marketing.

"Well, we really put a lot of effort in marketing, it plays a crucial role especially in today's world, and if you want to make it in this industry you need to be awake. We have separated marketing team for Paris' marketing, because there are different cycles so we need to alter the Finnish marketing to France [...] We have really flexible teams and we play with ideas together, between sales and design teams, because everything is about the process [...] if marketing tells that this product has sold well, it is told to our design team so that they can react and make it also next season."

In the research data it was also highlighted that branding plays a significant role in fashion marketing and that companies need to be able to renew themselves constantly. In order to be able to affect the consumers purchasing decision, differentiation is crucial. The emphasis appears to be on branding; creating the kind of brand that the consumers want to stand behind of.

"Seasons are really important and need to be monitored carefully, branding is extremely important, and you need constantly renew yourself also in the marketing, you can't stay still. It's not the same funnel you sell to your customer all the time, you have constantly different ones, 200 clothing collections that you communicate to customers [...] putting all that in such package that is interesting and makes the consumer feel they want to buy exactly that one coat among the 200 others [...] that they can feel they want to support the brand in question [...] it's about storytelling."

Table 4. Fashion marketing based on empirical material.

Fashion marketing	Content
Market division	<ul style="list-style-type: none"> ○ Clearly identified market division ○ Collections ○ Price range ○ Level: ready-to-wear or haute-couture ○ Product characteristics
Characteristics	<ul style="list-style-type: none"> ○ Market centricity over design centricity ○ Branding ○ Differentiation ○ Renewing constantly
Organizational structure	<ul style="list-style-type: none"> ○ Flexible structure ○ Co-operation ○ Each organizational level works with marketing

5.2 Sustainable marketing

The interview emphasizes that the company's sustainable values have always been present but communicating them hasn't always been the focus.

"For the 33 years that our brand has existed, it (sustainability) has been a part of our company's DNA but we haven't previously communicated it that much. [...] Of course you can say that it (sustainability) is part of the marketing strategy, but as said, It's always been part of our brand and a matter of heart for us, the whole team and my mother. That you make the products and the company properly."

Nowadays, also communicating sustainability appears to be very visible in the company. Thus, because the company has highly integrated *sustainable values* and it communicates them, it can be seen that it adapts extreme green marketing strategy (see green matrix of Ginsberg & Bloom 2004: 80 via Kirezli & Kavataz Yigit 2017: 113–114).

"On our website we inform constantly (about sustainability), newsletters inform constantly [...] the product labels also inform, if they are for example made of

sustainable wool so the label tells shortly about it and where to get information afterwards."

The *sustainable communication* is clearly visible in the company's digital marketing (see Appendices 2–5). The newsletter in question states "The green revision" and introduces the company's newest eco-friendly pieces. The text mentions what environmentally materials have been used and informs the customer that 15% of the purchases made on that date will be donated to WWF. This can be seen as showing an example of donating to a good cause. The pictures used in digital marketing can also be seen to communicate sustainability, as they highlight nature and the sustainable materials, which the viewers are also informed of. The same themes are clearly communicated also in social media (see Appendix 3) and on the company's website (see Appendix 4). All marketing materials imprint the brand's Finnish origin through nature, assess sustainability through verbal expressions (e.g. 'sustainable materials') and communicate quality (e.g. '#lastingfashion'). Also the brand's PR collaboration, which is presented in the analyzed Facebook post (see Appendix 3), includes work on sustainability ("Discussions of sustainability, female empowerment [...]").

It seems clear that the company has a certain strategic plan for sustainability; they aim to make lasting products and that way reduce consumption in the future. This confirms that the brand's sustainable marketing is future oriented.

"The most important environmental act you can do is your product that lasts. And that you inform the customers that hey, when buying this product, you don't need to buy another one next year, you can use it for many years."

Table 5. Sustainable marketing based on empirical material.

Sustainable marketing	Content
Values	<ul style="list-style-type: none"> ○ Clear sustainable values
Strategy for sustainability	<ul style="list-style-type: none"> ○ Lasting product
Communication	<ul style="list-style-type: none"> ○ Informing the consumer ○ Educating the consumer

5.3 Mission and objectives

The interview crystallizes that a sustainable fashion marketing strategy needs a clear mission that highlights the sustainability aspects, but also states the company's target customer and product style.

"Our mission is to produce quality clothes for today's modern woman despite her age."

The company's vision appears to highlight their values and future-orientation.

"[...] well, we are that already, but also in the future we want to be a quality women's clothing brand that combines eco-friendliness, responsibility and technology. Those are the values we focus on, we have a very good base already, but I would see that as a vision we would focus on these areas even more in the future."

The organizational, consumer and societal goals become clear through the interview material, which supports Belz & Peattie's (2012: 24) views. Andiata's organizational objective highlights growing their retail network and own stores as well as B2B customers, while keeping the brand image stable. The consumer objective emphasizes educating the consumers about sustainability, which can also be considered as a part of the societal goal. The societal goal highlights the fact that according to Morelius (2019), the fashion industry's processes need to be changed into more sustainable.

The empirical material emphasizes the fact that a company should view their objectives in different dimensions and not only focus on the organizational aspects.

"[...] our goal is to grow our own retail network in certain target countries and cities, while also doing it with our own stores. I feel it is really important that when you go to another market, you can bring the brand image there exactly in the right way and as a whole, when you have your own store and a presence so the customer understands what Andiata is all about."

"[...] of course, in the future with the chosen B2B partners, department stores and in which of them we want to be seen, as well as the important e-commerce retailers that we focus on."

“[...] and then of course we want to inform the consumer that it’s important to think what kind of shopping decisions to make, you should rather buy one blazer and use it for ten years instead of buying something that only lasts for one season. As a starting point we want our customers to think about this and that they would feel good when buying our product and use it for long afterwards.”

“In the fashion industry we’re dealing with very big problems [in sustainability]. [...] we want to do our part in tackling the them [...] everything needs to change”

Table 6. Mission and objectives.

Mission and objectives	Content
Mission	<ul style="list-style-type: none"> ○ Clear mission ○ Highlight on the sustainable values, target customer and product style
Objectives	<ul style="list-style-type: none"> ○ Organizational, consumer and societal goals ○ Educating the customer ○ Impacting the industry
Vision	<ul style="list-style-type: none"> ○ Values ○ Future orientation

5.4 Market and environment analysis

The research material highlights the continuous changing business environment of the fashion industry, which again emphasizes the importance of doing research on market and business environments. Morelius (2019) also states that this is why the brand also needs to constantly renew itself, while keeping its core.

“Fashion as a business is going through a continuous big transformation, e-commerce and all new information when it comes to sustainability and how the collections are launched, and basically the whole fashion as a business [...]”

It is emphasized that competitor analysis is an important part of the market analysis. It should be done in all marketing channels and physical retail stores. It should also be noted that as the brand changes, it might face different competition than before.

“Of course, it is very important to follow what’s happening in the markets, what are the new brands, how are our competitors doing and which directions they’re taking. [...] what kinds of transformations are happening in terms of sustainability, it craves of course that you follow precisely what the competitors are doing and to which direction, to stay on top of them so to say [...] what they do in different channels, in physical retail environment, social media strategy, the brand direction.”

“Of course, our competitors have changed from what they were 6–10 years ago because our brand has also renewed [...]”

“When we went to Paris, I benchmarked other brands and checked where the competitors are, which street is good [...]”

The interview shows that in fashion, trends play a major part in creating the new products and collections. The interview clearly states that analyzing trends should be included in the environment analysis and the product design process.

(about the production and design process) *“[...] It starts with looking at the trends, and what has sold last year [...] then we look at the trend boards again [...] then we go to Premiere Vision (a global fashion event) [...]”*

It appears that the company is on top of current macro trends, but no actual macro environment research doesn’t seem to be carried out based on the interview data.

“Sustainability is very relevant these days and it can be called a trend, a trend that covers everything from clothing to food and lifestyle and is visible on all production levels.”

Table 7. Market and environment analysis.

Market and environment analysis	Content
Market analysis	<ul style="list-style-type: none"> ○ Constantly transforming business environment ○ Renewing the brand
Competitor analysis	<ul style="list-style-type: none"> ○ In all marketing channels

- Crucial for the future product collections

5.5 STP process: segmentation, targeting and positioning

When it comes to *segmentation*, the interview material suggests that in fashion, consumer behavior doesn't base on the consumers' demographics, but rather to their personal style and liking. Thus, it appears that a fashion brand's segmentation shouldn't be done by demographics; the consuming behavior and trend interests play a bigger role.

"[...] age is a very difficult segment, but I'd rather talk about the trendiness, there are customers who are trendier, who want to buy a pair of sequin pants and a sequin top together and buy a really flashing red coat with beautiful cut. As a balance, the same coat also comes in black and beige for the customer who seeks the classic wardrobe cornerstones, so that there is also an alternative for her. I'd say that I wouldn't actually segment by age but rather the consuming behavior because it can be that the 70 year old woman wants the red coat and the sequin pants but that a woman in our age (in their 20s) wants the classical wool coat and a pair of wide black pants."

However, it seems that the more typical age groups should be taken into account when designing the collections so that the target audience is kept fairly open.

"[...] and surely, we segment especially when designing the collections, it is very essential that the collection includes something for every age group."

Geographical segmenting doesn't appear very clearly in the interview, but it can be interpreted to exist because of the internationalization: in the material it appeared that the company alters their marketing differently in French markets than in Finland.

Concerning *targeting*, the targeting strategy highlights the balance between keeping old and profitable customers and getting new consumers to become customers. It seems that targeting isn't differentiated in products; all pieces of the collections are marketed to all segments or e.g. age groups.

“[...] our consumers are clearly younger these days, which is a positive thing, in addition to our own good old regulars who stay true to us, to find the balance in marketing is very important because it is remarkably more difficult to win new consumers to one’s side or that the new customers become as profitable for us as the old ones [...] who come to us again and again and trust and know what Andiatà is, to find the balance in attracting the new consumers to get to know the brand and at the same time keep the old consumers who have been loyal to the brand [...]”

However, the material shows that different segments can be targeted with different kind of communication through different suitable channels, where they are the most likely to be found. Thus, communication style might vary by the marketing channel in question. This can be interpreted also in the analyzed marketing materials: the Facebook post communicates more informative content because it announces a collaboration, and the Instagram post expresses the brand’s visual style, having very little text but strong visual picture (see Appendices 3–4).

“[...] the younger people don’t use Facebook as much as Instagram so we might be more playful on Instagram and show the brand’s feel, but in Facebook we focus more on sales.”

When it comes to *positioning*, the interview showed that the brand’s competitive advantage plays a crucial role, when setting the brand in relation to its competitors. The competitive advantage seems to include product characteristics; style, fit, price and quality ratio, as well as compatibility. The market research has shown a price-quality ratio gap in the French markets, which is where Andiatà sees they fit in. This also clearly states that branding plays a crucial role in positioning.

(About competitive advantage) *“[...] for example now that we’re in Paris [...] that we have a style that is minimalistic but still feminine at the same time, French brands have for example a lot of ruffles and the quality doesn’t always match the price, so that we have a really good price-quality ratio, we have very beautiful design, great colors and gorgeous timeless collections that appeal to women in all ages [...], that are easy to make different outfits of and not just one piece but you can buy a coat, trousers, blazer, all in the same color when it becomes easy to combine [...] is definitely our strongest competitive advantage.”*

“[...] especially because we are a 33-year-old brand so we need to know how to renew every now and then but still keep the brand’s core clear, and the brand image clear for the customers, this is what Andiatà is and what we stand for [...]

small renewals are of course needed every now and then because our industry is in such a big transformation, e-commerce and new innovations when it comes to sustainability [...] we need to follow closely what the competitors are doing, to stay on top of everything [...]"

The interview data doesn't especially highlight the sustainability in terms of segmenting, targeting or positioning. However, it became clear that consumer behavior should work as a segmenting factor. Thus, it can be said that this is where sustainable consumer behavior should be taken into account.

Table 8. STP process.

STP process	Content
Segmentation	<ul style="list-style-type: none"> ○ Psychographic and behavioral segmentation ○ Segmenting by lifestyle and trendiness ○ Age is a complicated segment ○ Understanding consumer behavior
Targeting	<ul style="list-style-type: none"> ○ Balance between keeping old customers and attaining new ones
Positioning	<ul style="list-style-type: none"> ○ Competitive advantage positions in relation to the competitors <ul style="list-style-type: none"> ○ Price-quality ratio ○ Product fit ○ Product use ○ Collections ○ Branding

5.6 Defining the marketing mix

When it comes to *customer solution*, from the interview material it appears clearly that the base for sustainable fashion marketing is highly in the product part of the marketing mix. The most important factors seem to be that the products are long-lasting and made of sustainable materials.

“[...] eco fabrics are very important and we focus on them, but at the end the base for everything is that the products last and they’re made to last, which is a really important part of our marketing.”

“90% of our materials are of natural/sustainable fibers, we’re known for that. [...] we have sustainable wool, sustainable cashmere, organic cotton, our zippers are made of recycled plastic, so many different things. Let alone the thread we use in our sustainable wool products is organic thread [...] the fabric linings are made of bamboo or recycled polyester from plastic bottles. They are fine details and it’s a step by step process, it can’t be said that we would be perfect (in sustainability) and nobody is, but we definitely have our base together.”

The focus on sustainable and quality materials is clearly visible in the brand’s marketing communication in social media, newsletter and website (see Appendices 2–5). E.g. on the website frontpage it is mentioned that the brand’s collection of sustainable products keeps on growing and phrases such as “get to know our sustainable products” are used widely.

The interview confirms that Andiatà’s core offering is their products, but they also emphasize customer service to a large extent. They also have a service concept, which allows customers to book appointments instore. Service appears to be an important factor for the brand.

“Of course, as offering we offer products, for women, women’s clothes. And services, because we are known for good and excellent customer service, it is our honor both online and instore. We have a service concept in our store, where every customer can book a personal appointment for our salespersons, who then find a customized fitting outfits and sizes ready, and the customer gets truly excellent service every time she walks into our store.”

Designing and production seems to be customer-based. The company studies their customers’ opinions e.g. by meeting them when they visit the store.

“[...] it makes sense that we listen to what the customer wants and then anticipate what the customer could want in the future so we can anticipate something new for them. We also have information about what has worked before and we monitor it [...]”

“I also work in our Paris store all the time, so I get to meet the consumer, to hear their opinion directly and to serve them, and know to take that information

further [...] so I can tell what's being said, which is truly rewarding and teaching [...]"

Concerning *cost to the customer*, Morelius (2019) highlights that Andiatà focuses on quality over quantity. This means that the production expenses also rise, which affects the price range; the brand is high-end. Morelius highlights that products that are made of good quality and in good working conditions do have a higher price tag. Throughout the interview it became clear that even though Andiatà is a high-end brand, it has a good price and quality ratio.

" [...] that the consumers would understand that you can't sell a t-shirt for four euros and expect it to be of good quality and made by "clean hands" in a good working environment [...]"

(About competitive advantage) *" [...] so that we have a really good price-quality ratio, we have very beautiful design, great colors and gorgeous timeless collections that appeal to women in all ages [...]"*

The material supports that pricing bases mainly on production expenses and a certain added factor in order to meet the productivity needs.

"It's all about the product quality – what fabric, how much work it craves – details, and where it's made in. We have certain factors we use as base so that our operations stay profitable and we make profits. Of course we also compare to competition and check what are our main competitors' prices in the same product categories."

The marketing materials, e.g. website frontpage (see Appendix 5), don't emphasize the product prices at all. This imprints that the target customers aren't expected to be that interested in pricing or offers, which again refers to value-based pricing.

When it comes to the topic of *convenience*, the interview confirms that logistics play a crucial role in fashion production when it comes to sustainability. Andiatà has strategically decided to narrow down their collections per year so that the logistic carbon footprint is smaller. Another way to make the logistics more sustainable seems to be to have the production close to the headquarters; thus, Morelius (2019) states that Andiatà has theirs mainly in Estonia, some also in Lithuania and Poland.

“Our production is in Estonia–Poland sector. [...] Well first of all most our products are produced in Estonia, only a few in Poland and Lithuania, and because the carbon footprint is so much smaller when we have the production near here, only a couple of hours from our headquarters. And we’ve had the production there for decades, we trust them [...]”

“We made this strategic decision that we only have 2 collections per year, earlier we used to have 6 collections. We grew the size of the two main collections, which is also about the logistics, there is less logistics when we don’t need to ship the products continuously from one place to another, but they can arrive in bigger bulks when they’re part of the same collection.”

Morelius highlights that the company knows what kind of production circumstances their factories have. This can be assured by getting production certifications and visiting the factories personally.

“[...] I’m often asked about certifications about the Estonian productions and some we do have of course, but then there is also a big part of those we don’t have certifications of, (who) we’ve been working with for years and we go to check the situation there ourselves very often. The same for Lithuania; we know exactly what the situation is there and is good because it is produced near so we can go there ourselves because the certifications often cost a lot for the company so that in Estonia the (production) company is near Tallinn, a big company who sews a lot for international brands [...] we’ve been there many times so we know the situation and have trust for them.”

The material suggests clearly that marketing fashion is highly linked to location. The physical location is important, so that the right customers find the store. This allows e.g. tourists to take the brand awareness abroad with them.

“[...] that you go to the exactly right street where the right people pass by, the right number of tourists and locals so that you get the international visibility also elsewhere than in France [...]”

Convenience is also taken into account with service; the brand offers high-quality, personalized customer service instore and online. The previously mentioned service concept is also a good factor when it comes to convenience, because it helps the customer in purchasing.

Another factor to impact convenience is that the company has e-commerce, they also sell products online.

“[...] the customers can be directed to the online store where they see the whole collection.”

Convenience about product use and disposal seems to be communicated to some extent. It is e.g. mentioned that the customers are informed that lasting product qualities and “the base of the wardrobe” products (see Appendix 2). Otherwise product disposal seems to be left fairly unnoticed.

“[...] That we inform our customers that when you buy this product, you don't need to buy a new winter coat next year, you can use this one for years ahead.”

Based on the interview, about the *communication* phase, the company states to have distinct most important marketing channels. In addition, it became clear that the company sees word of mouth communication to be very important. The company also co-operates with celebrities and influencers, but aim to choose them carefully, so that they match the brand and its values. This can be seen in the analyzed Facebook post (see Appendix 4), which communicates co-operation with Swedish entrepreneur and influencer Isabella Löwengrip. In the post it is announced that the launching event included discussion about e.g. sustainability and digitalization. In addition, it became clear that the company sees word of mouth communication to be very important.

“Well, newsletters of course, social media, website, PR with chosen magazines and celebrities. We are very careful with who we work with and where we're seen, who are the social media influencers we want to work with, who are the celebrities, are they royal or actors or singers, that Andiatà is visible and that they have the same values. And of course, word of mouth is still a really really powerful tool and I think it is the best [...]”

The material highlighted that omnichannel communication is crucial, because it allows the customer to experience the same brand image no matter the channel. This is confirmed also through the marketing material analysis, as the marketing channels in question imprint a continuous visual theme through calm and nature-like colors, as well as communicate the sustainability values, e.g. informing about sustainable materials (see Appendices 2–5).

“[...] you need to have the same message communicated everywhere because omnichannel is so important these days, that the same brand image is communicated, no matter where the customer goes.”

However, the brand communication feel can vary between different marketing channels, based on the channel audience. Still, it communicates the same values and brand image. This shows in the analyzed marketing materials: all channels communicate the same brand image, but the tone of voice and picture vary slightly. As mentioned, e.g. the Facebook post (see Appendix 4) expresses information through an announcement ('we're delighted to have [...]'), and the Instagram post (see Appendix 3) imprints visuality and feeling through text 'Winter layers' and a picture of calm and cold winter atmosphere.

"For example Facebook, we've noticed, young people don't use Facebook as much as they use Instagram, so in Instagram we might be more playful and show the brand feel, and in Facebook we focus more on sales."

It appears clearly that fashion marketing strategy should be made clearly in advance, when the collections are started to be designed. This confirms that both fashion marketing and sustainable marketing should be future-oriented.

"Of course, everything happens 1,5 years before the collection comes out, that we start to think about the next one, so when we're selling this winter 2019 right now, we're already planning next winter so we always live one or one and a half seasons ahead. Well, it starts from looking at the trends, looking at what has sold last year – [...]"

"[...] Then it (a new collection) is marketed in web, newsletter, we check what to highlight and when, the plan has been made already six months before. Then the plan is followed."

The interview highlighted that storytelling is important in communication. According to Morelius (2019), the brand should be able to communicate its values and connect with consumers so that they have an emotional bond with the brand.

(About consumers' opinions, they should feel —) "[...] that I want to support this brand, and because today it's so much about storytelling, and that you have an actual connection with the consumers and they have an emotional connection to your brand, which I think is even more highlighted in clothing, because you wear those clothes and bring up that brand. That you should be able to communicate it so strongly, that (they feel) this is the coat I want, and this is the product I trust in [...]"

The brand's communication strongly highlights sustainable values, which shows e.g. in their digital marketing such as newsletters and social media (see Appendix 2 & 3). The verbal communication emphasizes sustainability through e.g. emphasizing sustainable product qualities, informing about donation possibilities to sustainability organizations and hashtags such as '#designthatlasts' and '#slowfashion'. The visual communication can also be seen to communicate sustainability, because the pictures involve nature.

Table 9. The marketing mix.

Marketing mix	Content
Customer solution	<ul style="list-style-type: none"> ○ Sustainable materials ○ Sustainable production
Cost to the customer	<ul style="list-style-type: none"> ○ Price must cover the costs for great quality production ○ Price and quality ratio ○ Value-based pricing
Convenience	<ul style="list-style-type: none"> ○ Sustainable production and logistics <ul style="list-style-type: none"> ○ Less collections ○ Location is the key
Communication	<ul style="list-style-type: none"> ○ Omnichannel, consistent brand image ○ Digital marketing ○ Carefully chosen PR that suits the company values ○ Targeting communication according to channel users ○ Connecting with customers, emotional bonds

5.7 Measuring and evaluating

Interview material reveals that Andiatà actively measures the results on their marketing and operations. It is mentioned that they have certain key performance indicator numbers to follow. The KPIs also vary based on the store; if it's about

measuring the e-commerce or physical store success. This can be considered to be their progress control. Premise control on the other hand is analyzed mostly in the Market and environment analysis part.

“We compare to last year’s campaigns, we have certain KPI’s that we follow depending on if it’s the question of e-commerce or physical store.”

It also appears that the company has thought on how to measure their sustainability. The sustainability measures seem to be in contact with the customers, their sustainable marketing (both physical and online) and also the production. It can be seen that evaluating sustainability should be added to the measuring stage in the sustainable fashion marketing strategy, as it is also defined in mission and objectives, which should be followed.

“[...] (we measure) how the campaigns associated with sustainability are succeeding, the KPIs, customer comments, how often our sustainability page is visited, we compare to the last years in which numbers we manage to bring eco-fabrics into our collections.”

Table 10. Measuring and evaluating.

Measuring and evaluating	Content
Progress control	<ul style="list-style-type: none"> ○ Defined KPIs <ul style="list-style-type: none"> ○ E-commerce ○ Stores ○ Compared to previous results
Measuring sustainability success	<ul style="list-style-type: none"> ○ Customers ○ Campaigns ○ Materials

5.8 Public participation

It appears clearly from the material that Andiatata wants to be involved in changing the fashion industry towards better in the bigger picture. They highlight co-operating with organizations and technology partners, while also informing and educating consumers

about these possibilities. This is also visible in their marketing communication (see Appendix 2), where they inform about e.g. co-operation with WWF.

“And collaboration with organizations, such as WWF, supporting their work and informing about it, we love to be involved with the newest technological innovations and want to support, anything we can to make our fashion industry better.”

“We participate in supporting technology, we collaborate with Finnish partners at the moment, inform about that later, new materials and everything like that. [...] then of course we collaborate with WWF and donate, now we had a campaign for a week where we donated 15% of our sales. And events together a few weeks ago, I would have loved to be present to inform about the situation of the Baltic sea. And that we collaborate with different organizations about this and inform about their work, when those Amazon fires took place so (we informed) about how to donate to WWF. They are small things, but little by little.”

Corporate social responsibility is communicated throughout the interview material. It is especially highlighted in association with employee wellbeing and production sustainability. It appears that even though they the company doesn't have a specific written code of conduct, their way of working responsibly is really clear.

“Of course we are responsible for our employees and their wellbeing at work, of course, that is clear. What comes to environment, as I've said, we work with WWF and that way try to have a broader impact on sustainability and inform those who follow them and our own consumers, communities, and as said to inform the consumers about own values.”

“So if we start working with a new partner, we tell them how Andiatia does things and that we expect them to follow certain things. [...] that we communicate that these are Andiatia's values, we expect these things to be fulfilled, do they have a certificate, what do they say about their own production, how do they work [...]”

Table 11. Public participation.

Public participation	Content
Impact on the industry	<ul style="list-style-type: none"> ○ Communication: informing and educating others ○ Technology innovations
CSR	<ul style="list-style-type: none"> ○ Responsibility as an employer ○ Production responsibility ○ Code of conduct

Support and co-operation

- Donations
 - Support
 - E.g. Technology innovations
-

5.9 Summary

This chapter summarizes the empirical findings.

In the interview it appeared that fashion marketing includes choosing and knowing the product range, quality and characteristics well. The material highlights that marketing operations are more market centered than design centered. It appears that organizational structure should be flexible and that way support teams working together. It became clear that branding plays a big role in fashion marketing, and the brand needs to be able to renew itself constantly.

The interview clearly states that sustainable values should be emphasized strongly. They are communicated through a strategy that can be crystallized in “creating products that last” and thus reduce future consumption. The marketing communication’s role is informative and educational.

In the interview it appears that mission and objectives are important in sustainable marketing strategy; they should highlight sustainability but also the company’s target customer and product characteristics. The goals emphasize educating the consumers and are future oriented, taking the whole industry into account.

Market and environment analysis is important in fashion marketing because of the industry’s changing nature, it appears based on the material. It can be interpreted from the interview that competitor analysis is important, but this step should also include trend analysis.

The interview highlights that in fashion marketing, segmentation by demographics isn't best; it should base on the consumers' personal style. According to the interview, targeting should balance between old and new customers, and communicate through right channels. When it comes to positioning, highlighting the competitive advantage, such as price-quality ratio, seems to be the key. In fashion, the competitive advantage seems to include product characteristics and compatibility. No specific sustainability aspects rose up.

Interview material highlights the product or customer solution part; in sustainable fashion, producing and delivering the products in the right way plays a big role. Sustainable materials, and customer centricity were emphasized factors. Cost to the customer appears to base on the quality production costs, which might correlate into higher prices. Convenience part highlighted the importance of logistics; sustainable near production in good working environment. Also, the brand's availability and store locations were mentioned. It was highlighted that the brand's communication is omnichannel, the most important channels being newsletters, social media, website and PR. The studied marketing material (see Appendix 2–5) clearly shows that the brand's marketing emphasizes sustainability to a large extent; it can be seen through the verbal (e.g. '#designthatlasts') and visual communication (highlight on nature).

The interview revealed that measuring and evaluating is done through progress control, which is measured by KPIs and comparison to last years' results. In addition, it was highlighted that also sustainability is measured e.g. through customers.

Public participation appeared to play a big role in the company's marketing actions. The whole strategy seems to aim to change the industry towards better in the bigger picture. This is also communicated through marketing. Public responsibility is also taken into account with CSR.

6 SUSTAINABLE FASHION MARKETING STRATEGY

This chapter presents discussion of the empirical results in relation to the theoretical framework.

Easey (2009: 9–10) defined fashion marketing concept as something that combines high emphasis on both fashion design, and customers and profit. The empirical results highlight market centricity over design centricity, but it becomes clear that also design matters, which supports the theoretical definition. Also, the five steps of fashion marketing (Easey 2009: 10) are visible in the empirical material: marketing research, product management, promotion, distribution and positioning and pricing. Branding plays a crucial role in fashion marketing (Posner 2011: 128), which is confirmed throughout the interview material: the company wants to achieve a constant clear brand image in all channels. E-commerce supports fashion marketing (Hines & Bruce 2007: 14), which the informant also confirms. The empirical results especially highlighted that the brand has to know its market division and price range well, but also identify its main product qualities and characteristics. This seemed to support building competitive advantage. It appeared that flexible organizational structure suits fashion companies, because the departments can work closely together. This supports Posner's (2011: 6) views that fashion marketing should operate at every level of the supply chain.

It's been stated that in addition to marketing, all business activities are facing a change towards sustainability (Hart 1995). This is confirmed through the empirical research material; sustainability has to show on all levels of the company, from production to logistics and educative communication. In the beginning of this research sustainable marketing strategy was defined as a plan to achieve the organizational goals, while keeping or making the natural and social resources better (Martin & Schouten 2012: 25). Sustainable marketing strategy should also include all business aspects (Belz & Peattie 2012: 29, 32–33). In addition, sustainable marketing has to work proactively on its impact on the nature's and society's wellbeing. (Martin & Schouten 2014: 18–19.) These characteristics are also evident in the empirical material: it's highlighted that the company wants to create, communicate and deliver value customer-centrally, but still focuses on sustaining the nature and society in the best possible way. It's also

highlighted that the case company wants to influence the industry's sustainability positively in the bigger picture. Belz & Peattie (2012: 24) divided sustainable marketing orientation into three parts; organizational, consumer and societal goals. All these goal dimensions were confirmed in the interview results.

Sustainable marketing includes bringing value to people through services (Ottman 2011: 46). Even though the case company confirmed that their core offering is products, they support the product offering with quality services, which can be interpreted to support Ottman's theory.

Managing sustainable marketing is linked to CSR (Belz & Peattie 2012: 29), which is also visible in the interview answers; the company states to share corporate social responsibility. When it comes to Ginsberg & Bloom's (2004: 80 via Kirezli & Kavataz Yigit 2017: 113–114) matrix of green strategy, the case company seems to adopt the place of extreme green strategy, as it has highly integrated sustainable values that are also communicated to a large extent. Previously, it was more of a shaded green strategy, because the values were present but not communicated that much. The company's strategy for sustainability is clear; to make lasting products and that way reduce future consumption. This supports the views that sustainable marketing should be future oriented (Belz & Peattie 2012: 129).

The mission and objectives of a sustainable company should reflect its goals for sustainability and marketing (Martin & Schouten 2012: 33). This became clear in the empirical research; the company's mission highlighted sustainable values. However, the empirical material also revealed that the mission also defined the target customer and product style. It can be interpreted that this is useful for fashion companies and should be defined in the mission statement.

The research data supported Belz & Peattie's (2012: 24) view on organizations' goals' three dimensions; organizational, consumer and societal goals. The focus appeared to be in educating the customer and changing the industry's sustainability towards better in the bigger picture. Thus, this supports the fact that in sustainable marketing strategy, economic objectives aren't enough (Belz & Peattie 2012: 129–131). When it comes to Ansoff's (1957 in Wilson et al. 1994: 155–156) product/market matrix, the case

company is a difficult fit. It can be said that it is product development, as the collections that are developed are new but mainly targeted for existing markets. However, in the interview it became clear that the balance between keeping the old customers and attaining new ones is the key and thus, it can be considered as diversification strategy too.

When it comes to *market and environment analysis*, sustainable marketing strategy should include both micro and macro environment analysis (Belz & Peattie 2012: 141–147). Researching markets and marketing is especially important in the fashion industry (Posner 2015: 65). These facts were confirmed in the interview, even though macro analysis wasn't highlighted very much. However, it became clear that the company is aware of the industry and world state, especially when it comes to sustainability. It was mentioned that the business environment is constantly transforming, which makes it even more important to analyze the surroundings, which again confirms the literature findings. Through the empirical analysis it was highlighted that also trend analysis should be taken into account in this stage. This wasn't really evident in the theoretical framework, even though Posner (2011: 62–66) had mentioned that anticipating future trends is important. Thus, the trend analysis dimension should be added to this step. The interview also confirmed that competitor analysis is important and should be done in all available marketing channels. The empirical material didn't emphasize other macro environment analysis to a large extent, but e.g. technology's impact and the bigger picture of sustainability was mentioned. These can be seen to represent megatrends. It should be recognized that the different macro dimensions play an important role in fashion marketing and should be analyzed (Posner 2011: 65–66).

Market segmentation, targeting and positioning together create the process of forming the strategy (Mooradian et al. 2012: 305). When it comes to segmentation in the fashion industry, lifestyle plays a significant role (Posner 2015: 109). This was confirmed in the interview; demographics aren't the best segment but rather the consumers' personal style. It appears that segmenting should rather be done by trendiness; some customers are keen on the newest and wildest trends, and some keep on the classics. These preferences can occur in every age group, which makes age a complicated segment, the empirical material proves. However, it should also be noted

that geographical segmentation is important, because of the industry's globalizing nature (Posner 2015: 116). The geographical aspects were brought up only briefly in the empirical results within the company's internationalization to France. Sustainable segmentation didn't appear in the results. This confirms Emery's (2012: 113) statement; sustainable marketing should aim to change everyone's lifestyle, not only of certain segments. The interview reveals a somewhat differentiated marketing strategy, because e.g. marketing communication differs in channels that have different typical audiences. Otherwise the strategy seems undifferentiated, which again supports sustainable marketing principles. The interview highlighted that targeting should balance between keeping the old and attaining new customers. Positioning on the other hand seemed to highlight the brand's competitive advantage, which also supported the theoretical framework. The distinction can be achieved through branding (Posner 2015: 44–45), which in the empirical material highlighted e.g. price-quality ratio. The brand has also clearly defined their unique selling point and verbally expressed it. It seems clear that positioning should include defined definitions about the product styles. Otherwise this stage doesn't distinctly highlight the sustainability dimension.

Next, the description of *the marketing mix* is presented. When it comes to *customer solution*, based on the material it appears clearly that the base for the case company's sustainability lies in the product; how it is made in a durable and sustainable manner. In clothing industry, this can mean e.g. the previously mentioned fiber diversity and ethical material production (Fletcher 2014: 7–9, 51–52). The sustainability and durability as characteristics can be seen to fill the definition of dual focus, as it takes into account the environmental and social facts. It also supports their mentions about product durability and quality; the product does more than just satisfies the customer. (Belz & Peattie 2012: 175–181.) Belz (1999: 85–86) has mentioned that high-quality products solve the customers' problems for a longer time period and thus also strengthen the company's reputation. This is very highlighted in the empirical results; happy customers carry word-of-mouth communication forward. Thus, it can be said that in sustainable fashion marketing strategy, the products should have high quality as attribute, which leads to having long-lasting lifecycle as product benefit. As Ottesen (2001: 41) has stated, repeat purchases depend greatly on the offering itself.

It is also mentioned that the company seeks new and better alternatives constantly, which is also defined as one of the sustainable product characteristics. Sustainable products offer complete solutions (Belz 1999: 85–86), which is clear in the results: informative marketing and excellent customer service are part of the offering, even though the core is mainly the product. The case company's base for product sustainability and characteristics is quality that lasts. Fashion marketing also highlights the products level of design, style, fit, sizing, quality, fashion, performance and function (Posner 2011: 34). These attributes are also emphasized in the case company's idea of their competitive advantage.

Cost to the customer includes acquisition, use costs and post-use costs (Belz & Peattie 2012: 233–234), and in textile industries the most important criteria are appearance, functionality and price. The empirical material highlights product quality over quantity, and their pricing also bases on quality production costs. Pricing or offers aren't visible in the marketing materials either (see Appendices 2–5). This supports the fact that pricing is value-based, where the customer already expects to pay more for sustainable products (see Belz & Peattie 2012: 239–240). The material also highlights price and quality ratio as competitive advantage, so it can be interpreted that also in sustainable fashion marketing, pricing plays a critical role.

Convenience includes finding, accessing, purchasing, consuming and disposing of the product. From the interview it appears that location is considered to be extremely important for sales. This is supported by having the physical stores in a good location and supporting them with e-commerce. From sustainability point of view, logistics affect this stage the most. The case company has made a strategic decision to narrow down their collections per year, in order to make it logistically more ecological. This can be considered to be a sustainable strategy decision, because as Fletcher states, the industry has tendencies to perfect cultural invention cycles that create temporary offerings (2014: 140–141). The consuming and disposing part is communicated to customers mainly through the brand promise (lasting products) and informing about the material qualities and functions (e.g. “*The base of the wardrobe*”, see Appendix 2).

The interview highlights that the case company's *communication* is omnichannel; they want to keep a continuous brand image in all channels, including physical stores. The communication also highlights educative content that informs the customers about sustainability, which can be considered to be important for sustainable marketing strategy. This confirms Belz & Peattie's (2012: 202–209) vision on opening a dialogue and informing. Traditional fashion promotional mix includes advertising, sales promotion, PR and personal selling (Posner 2015: 172). The interview confirms this, and adds the digital channels (newsletter, social media) as their most important marketing channels. It is also emphasized that communication should be well planned; PR only with persons that suit the brand image and values, and right type of communication in right channels, depending on their audience type.

When it comes to *measuring and evaluating*, the empirical data focuses on progress control. Premise control is assessed more in the market and environment analysis stage. It appears that the case company bases its premise control to certain key performance indicators and compare them to previous years. It was also mentioned that the KPIs vary whether it's about e-commerce or physical stores. Mooradian et al. (2014: 410–411) mention that these metrics can be e.g. customer metrics, profitability metrics or ratios, such as liquidity ratio, as long as they don't contradict with each other. The empirical data highlighted that also sustainability should be measured. The case company does it by monitoring customers; how they interact with the company's sustainability, sustainable materials and sustainable campaign success. Measuring and evaluating sustainability can lead to better alterations in the future. This relates to Martin & Schouten's (2012: 35) views on marketing flexibility: it should have possibilities to be made better.

The step of *public participation* was also clearly visible. The data suggests that the case company wants to affect the industry's sustainability in the bigger picture. They emphasize this by co-operating with organizations and technology innovation partners, and especially by educating consumers about these possibilities. This also communicates their corporate social responsibility, which includes e.g. being responsible for their own employees' wellbeing at work. Here it can be noted that as mentioned, the industry also creates positive effects to sustainability; creating jobs worldwide (Fletcher 2014: 52) can be part of the companies' corporate responsibility.

When it comes to sustainable marketing, the company's role should be proactive, co-operative and long-term oriented (Ottman 2014: 46). This is highly supported by the empirical data. Belz and Peattie (2012: 287) state that companies can also participate in political work. The empirical data doesn't reflect politics but does emphasize other influential methods, such as supporting and co-operating with e.g. charity organizations and technology innovations, which especially reflect Fletcher's (2014: 53) hard improvement means.

To conclude this chapter, it can be said that the empirical data highly supports the theoretical framework, adding some stages and many details, especially about fashion marketing. The following table presents the sustainable fashion marketing strategy that was created in this research. The stages that the empirical material added when compared to the theoretical framework or highlighted more than the theoretical framework are written in *italics*.

Table 12. Sustainable fashion marketing strategy.

Sustainable fashion marketing strategy step	Content	Empirical examples
Mission and objectives	<ul style="list-style-type: none"> ○ Mission reflects sustainability, <i>target customer and product characteristics</i> ○ Objectives include the three dimensions of sustainability ○ <i>Future oriented vision</i> 	<ul style="list-style-type: none"> ○ Sustainable values presented ○ E.g. aim to educate consumers and impact the industry
Market and environment analysis	<ul style="list-style-type: none"> ○ Micro environment <ul style="list-style-type: none"> ○ <i>Trend analysis</i> ○ Competitor analysis ○ Macro environment <ul style="list-style-type: none"> ○ <i>Megatrends</i> ○ Future orientation 	<ul style="list-style-type: none"> ○ Studied and predicted ○ All marketing channels and physical environment ○ E.g. technology and sustainability
STP Process		
<ul style="list-style-type: none"> ○ Segmentation ○ Targeting 	<ul style="list-style-type: none"> ○ Psychographic or behavioral segmentation, by lifestyle <i>and trendiness</i> ○ <i>Undifferentiated marketing</i> ○ <i>Differentiated marketing channels</i> 	

	<ul style="list-style-type: none"> ○ <i>Balancing between new and old customers</i> ○ Socio-ecological attributes ○ Competitive advantage ○ Branding 	<ul style="list-style-type: none"> ○ E.g. price and quality ratio ○ Constant brand image through all channels
Marketing mix	4C's – customer orientation	
<ul style="list-style-type: none"> ○ Customer solution 	<ul style="list-style-type: none"> ○ Dual focus: sustainability ○ Style, design, fit, etc. ○ Holistic solution ○ <i>High quality materials and production</i> 	<ul style="list-style-type: none"> ○ High quality services ○ Ethical near production
<ul style="list-style-type: none"> ○ Cost to the customer 	<ul style="list-style-type: none"> ○ Acquisition, use costs, post-use costs ○ Value-based pricing ○ <i>High quality production based</i> ○ <i>Price and quality ratio</i> ○ Distribution, accessing, purchasing, consuming and disposing 	
<ul style="list-style-type: none"> ○ Convenience 	<ul style="list-style-type: none"> ○ <i>Sustainable logistics</i> ○ <i>Less logistics</i> ○ <i>Good location</i> 	<ul style="list-style-type: none"> ○ Near production, certified or trusted partners ○ Less collections per year ○ Central geographical location and e-commerce
<ul style="list-style-type: none"> ○ Communication 	<ul style="list-style-type: none"> ○ Fashion itself communicates ○ Communicating the added sustainability value ○ <i>Omnichannel</i> ○ <i>Informative and educative</i> ○ <i>Protecting brand image and values</i> ○ <i>Connecting with the customers</i> 	
Measuring and evaluating	<ul style="list-style-type: none"> ○ Controlling the success through SMART goals: <i>KPIs</i> ○ Progress and premise control ○ Evaluating sustainability 	
Public participation	<ul style="list-style-type: none"> ○ Impact in the bigger picture through e.g. politics ○ CSR ○ <i>Support and co-operation for a good cause</i> 	<ul style="list-style-type: none"> ○ Code of conduct, employee work wellbeing ○ E.g. informing about donation opportunities and donating

7 CONCLUSION

The aim of this research was to identify how a sustainable fashion marketing strategy can be defined. It included also defining the concepts of fashion marketing and sustainable marketing. This chapter presents the theoretical and managerial conclusions, research reliability and validity, as well as future research ideas.

7.1 Theoretical conclusions

The first sub research question was:

1) How can fashion marketing be defined?

This question was answered through the theoretical chapter 2 and completed with the empirical data. It appeared that fashion marketing mixes market and product centricity, emphasizing market focus. In fashion marketing, branding plays a crucial role. Fashion marketing is often supported by e-commerce. When marketing fashion, it appeared to be important to identify clear product divisions and characteristics, as well as to build competitive advantage through them. It also became clear that fashion marketing works the best when it is supported by a flexible organization, where teams of all company levels work together.

The second sub research question was:

2) How can sustainable marketing be defined?

This question was answered through the theoretical chapter 3 and completed with the empirical data. The findings show that sustainable marketing should include all business activities and company levels. Sustainable marketing should aim to create value and at the same time also keep and empower resources, both social and natural. Sustainable marketing is often supported by proactive work towards better changes in the whole industry. Sustainable marketing should have organizational, consumer and societal goals. It should offer holistic customer solutions and be customer driven. Thus, the traditional 4P's should be converted into 4C's. Sustainable marketing should focus

on making the whole marketing mix environmentally, socially and economically sustainable. The sustainable marketing activities should also be measured and evaluated, in terms of both sustainability and other progress. It also appeared that adopting corporate social responsibility plays a crucial role in managing sustainable marketing.

The main research question was:

How can a sustainable marketing strategy be defined?

The main research question was answered through the theoretical framework and the empirical research. The completed sustainable fashion marketing strategy steps were defined in chapter 6 and crystallized in table 12. It appeared that sustainable fashion marketing strategy follows the traditional steps of a marketing strategy, adding one sustainability dimension. The steps are Mission and objectives, Market and environment analysis, STP process, Marketing mix, Measuring and Evaluating, and finally Public participation.

Mission and objectives of a sustainable fashion marketing strategy include a mission that reflects sustainability, three dimensional objectives (organizational, societal and consumer objectives) and a future oriented vision, which can e.g. aim to educate consumers and impact the industry in the bigger picture. The mission and objectives should include the company's sustainable values.

Market and environment analysis of a sustainable fashion marketing strategy consists of micro and macro environment analyses. Micro environment analysis includes trend analysis and competitor analysis, while macro environment analysis focuses on megatrends, such as technology and sustainability. Competitor analysis should take into account competitors in all marketing channels, and trend analysis should be studied predictively.

In sustainable fashion marketing strategy, the STP process starts with psychographic or behavioral segmentation that bases on trendiness and lifestyle. Targeting is mostly undifferentiated but can be differentiated by marketing channels and their audience.

Targeting also focuses on keeping a balance between attaining new and keeping the old customers. Positioning can be done through socio-ecological attributes, competitive advantage and branding, which is important to keep consistent.

The marketing mix of a sustainable fashion marketing strategy consists of customer based phases: customer solution, cost to the customer, convenience and communication. Customer solution includes the product's dual focus with sustainability, its style, design, fit, etc., as well as the holistic solution, including customer service. The customer solution should be made of high quality materials and production. Cost to the customer includes acquisition, use and post use costs that are high quality production based. They should also have high price and quality ratio. Convenience includes distribution, accessing, purchasing, consuming and disposing stages that are made sustainable through sustainable and ethical logistics. The offerings should also be well geographically located and also available through e-commerce. Communicating sustainable fashion marketing strategy includes informing and educating the customers about the sustainable values through omnichannel communication, which protects the brand image and values and connects with customers.

Sustainable fashion marketing strategy should be controlled and measured through SMART goals and KPIs. The situation can be measured through progress and premise control. Also, the company's sustainability aspects should be evaluated and developed.

The step of public participation in sustainable fashion marketing strategy includes aims and actions to impact the world and industry towards better in the bigger picture. It is connected with the company's CSR operations. The aims can be supported by collaborating with and donating to charity organizations and informing about opportunities in their operations.

The concept of sustainable fashion marketing strategy was defined as follows:

Sustainable fashion marketing strategy combines the concepts sustainable marketing strategy with fashion marketing, creating an organizational plan that focuses on

keeping and enhancing the natural and social resources and does it in a clothing customer centric manner that combines design and markets.

7.2 Theoretical contribution

Through this research it became clear that sustainable marketing and fashion marketing characteristics should be carried on every step of the sustainable fashion marketing process. The most important finding was that sustainable fashion marketing strategy isn't only about marketing; it includes various aspects from product design and production to end-use. The empirical study highly supports the framework that was presented in chapters 2–3 based on the existing literature within the topics. No distinct confrontations were found. The empirical data supported previous literature and added details to the defined strategy steps.

The sustainable fashion marketing strategy steps defined in this research highly support e.g. Wilson et al. (1994: 22–24), Mooradian et al. (2014: 34) and Martin & Schouten's (2014: 47) views on what steps a marketing strategy consists of. However, it was needed to add the sixth step of public participation, as Belz & Peattie's (2012: 29–31) have also done. No contradictive details were found when compared to the literature.

The study revealed some new details to be added into the framework. These will be presented next. It was found that the first step of mission and objectives can also include a future oriented vision. The mission can also reflect the product characteristics and target customer. When it comes to market and environment analysis, the literature didn't highlight trend analysis very much, which on the other hand became evident in the empirical data. It appeared that macro analysis should focus on studying megatrends. The study also revealed that psychographic segmentation can be based on trendiness, which was not mentioned in the literature. Targeting appeared to be undifferentiated, which doesn't support Easey's (2009: 132) views on differentiated fashion markets. However, this doesn't necessarily correlate to fashion marketing. On the other hand, in the research it appeared that targeting can be differentiated based on marketing channels and their audience. Positioning phase supported Posner's (2015:

44–45) and Wilson et al.'s (1994: 220–221) views about highlighting brands and competitive advantage.

The marketing mix in this research supports Belz & Peattie's (2012: xv, 175–176) view in transforming it to 4C's model. The empirical research added high quality materials and production as an important detail to the customer solution phase, as well as to the cost to the customer phase. The sustainability was also highlighted in the convenience part especially in logistics: their quality and cycle. Communication phase was more detailed through the research: the importance of omnichannel, informative and educative communication, customer connections and brand protection were highlighted. The step of measuring and evaluating was also detailed with the dimension of measuring sustainability through certain KPIs. When it comes to public participation, the data emphasized that companies can support and co-operate with e.g. charity organizations.

7.3 Managerial conclusions

The megatrend of sustainability has created demand for ethical business and consumption (Trend One 2019). Thus, fashion companies can benefit from integrating sustainable fashion marketing strategy into their operations.

The most important managerial conclusions for companies are that sustainable marketing has to include the whole organization and product offering processes, not just marketing, and that sustainability aspects should be carried on every step of the sustainable fashion marketing strategy process. It is also considered as a remarkable notion to aim to influence the industry's sustainability in a bigger picture. It is highlighted that the company's values, including sustainability, should be emphasized and preserved through all of its operations.

This study confirms that organizational structure can impact sustainable fashion marketing strategy in a positive way. Thus, the structure should be flexible, and that way allow different teams' co-operation. Another remarkable managerial implication would be to focus on defining sustainability-oriented mission, objectives and values, because they appear in many phases of the strategy model. It is also highly emphasized

that the organizations need to take all business processes into account when it comes to sustainability: every step from production to educating about the end-use counts.

Companies can utilize the developed sustainable fashion marketing strategy model on every step of their strategy process. In analyzing markets and environment, they should take e.g. trend and competitor analysis, as well as current megatrends into account. Their STP process should include psychographic segmentation, undifferentiated targeting and clear positioning through highlighted brand and competitive advantage. Their product offering should well and ethically produced, conveniently available and reasonably priced, taking into account sustainable production expenses. The companies' should include educative and informative communication into their communications strategy. In order to know the strategy success, they should be able to measure marketing actions and sustainability. In addition to this, public participation towards greater good is highly recommended.

This research provides a framework and examples that fashion companies can utilize in their sustainable marketing strategy. The case company in question can also utilize the research findings by comparing their operations to the framework by completing or enhancing the needed strategy steps. With some alterations, the framework can also be applied to other industries.

This study aims to awake attention and discussion towards more sustainable fashion marketing among the many fashion companies.

7.4 Reliability, limitations and future research

Reliability and validity describe the objectivity of a research. Reliability means the extent to which a research brings the same result, no matter how and when it is done. Validity is the question of whether if it gives the right result. (Kirk & Miller 1986: 19.)

This research presents a case study of one company. Thus, it is evident that the results aren't compatible to all organizations as such, and the developed framework can't be generalized to all organizations as such. However, as mentioned, there isn't one sustainable strategy that fits all organizations (Ginsberg & Bloom 2004: 80 via Kirezli

& Kavataz Yigit). Thus, it can be said that strategies in general always need to be customized according to the company in question. This framework can act as a starting point for customization and more detailed, broader future research.

The researcher had no previous contact to the interviewed or the case company, which enhances the results' reliability. However, as mentioned, the study has some limitations. Because it studied only one case company and mainly by interviewing one person, the results can't be generalized. The case company was Finnish and the study didn't specifically take into account internationalization, which means that the results might not be applicable globally or to highly internationalizing or global companies. It should also be noted that as the study aim was to define the strategy steps and the model, this study hasn't deepened into the different strategy stages that much, which makes the detailed results rather shallow.

Nevertheless, the study can be considered as relevant and reliable, because the interviewed informant had thorough knowledge and background about the company and the industry. Also, because the study aim was to find out how the research phenomenon can be described and to gain holistic understanding about its different characteristics, the developed model answers this goal. Thus, it works as a good base for future detailed and generalized understanding.

The interview was conducted via phone, because the interviewed lives abroad. Thus, the interview situation was different than it would have been face-to-face. However, the interview succeeded and had a relaxed atmosphere, so the results are considered to be reliable. The interview structure didn't entirely follow the theoretical framework's structure, which was a conscious choice. The aim was to leave the questions open-ended and varying, in order to gain variable data. However, it might have made the analysis more precise if the structure had been defined differently.

It appeared that very limited research on sustainable fashion marketing strategy was found and thus it can be said that this research answers the research gap. However, because of the limited resources of a Master's Thesis research, this research doesn't deepen into the details and different steps to a large extent. This study acts as a base for future research within the studied topic. Thus, a detailed model, applied to more

companies or focusing on a certain step of the strategy would be an interesting research topic in the future. It could also be relevant to be studied it about other countries or to add the aspect of internationalizing to the strategy model.

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APPENDICES

Appendix 1

CASE COMPANY INTERVIEW

Interviewee: Matilda Morelius, Manager of Andiata Paris

Yrityksen yleiskuva

1. Mikä Andiata on?
2. Mikä on Andiata motto / slogan?
3. Miten kiteyttäisit Andiatan tarinan (lyhyesti)?
4. Mitkä ovat Andiatan arvot?
5. Miten kiteyttäisit Andiatan mission ja vision?
6. Mitä osastoja yrityksenne sisällä on? Kuinka kuvailisit niiden keskinäistä toimintaa ja tavoitteita?
7. Mitkä ovat näkemyksenne kestävästä muodista?
8. Millainen on strategianne?

Markkinointi

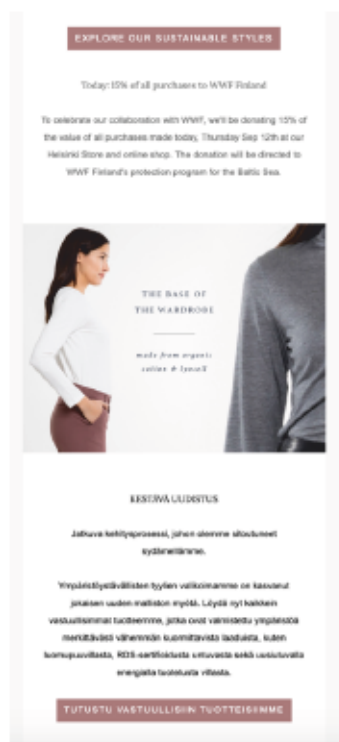
9. Miten markkinointinne toimii? Henkilöstö, osastot, panostus, jne.
10. Miten kuvailisit markkinointistrategiaanne?
11. Mitkä ovat tärkeimmät markkinointikanavanne?
12. Kuinka mittaatte markkinoinnin ja muiden tavoitteiden onnistumista?
13. Kuinka viestitte arvojanne?
14. Oletteko tehneet asiakastutkimusta? Mitä tulokset kertoivat?
15. Millainen on Andiatan tyypillinen asiakas?
16. Miten viestitte kestävä kehityksen valintojanne?

17. Kertoisitko tuotteen matkasta ideasta kauppoihin.
18. Kuinka seuraatte kilpailijoitanne ja yleistä liikeympäristöä?
19. Kuinka määrittelette kestävän kehityksen 'sustainability'?
20. Se koostuu kolmesta pilarista: economic, social & environmental. Otatteko nämä kolme eri tasoa huomioon?
21. Oletteko huomioineet CSR:n 'Corporate Social Responsibility'?

The interview has been results have been translated to English afterwards by the researcher.

Appendix 2

NEWSLETTER



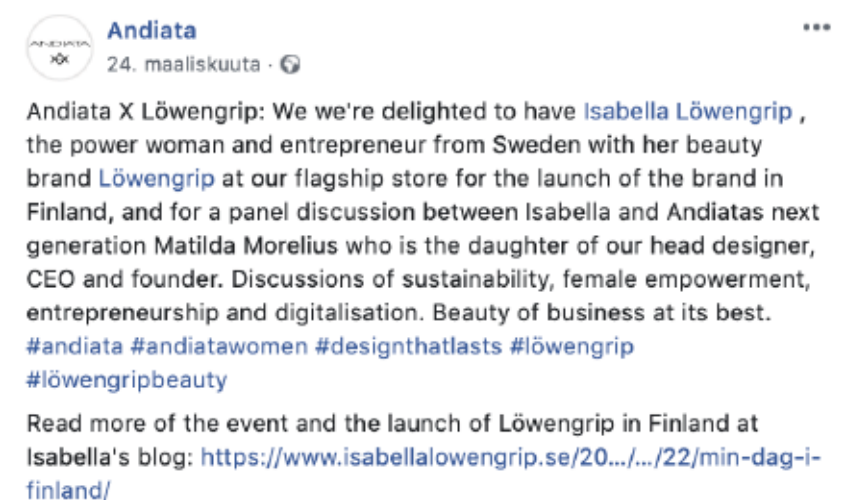
Appendix 3

INSTAGRAM POST



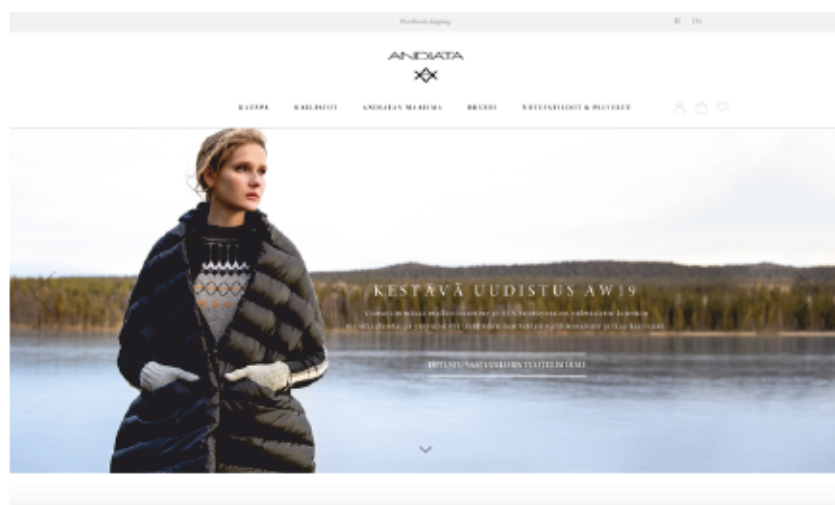
Appendix 4

FACEBOOK POST



Appendix 5

WEBSITE FRONTPAGE



SÄHKY AW19 JUHLATYYLEISSÄ



JADEL PÄRTTÖMEKKO



JADEL PÄRTTÖMEKKO



JADEL PÄRTTÖMEKKO



JADEL PÄRTTÖMEKKO

PARIISIN MYTMÄLÄ ON
AVAUTUNUT

Olemme avanneet ensimmäisen kassan Pariisin myymälämeissä. Andata
on nyt myös Pariisissa. Andata on nyt Pariisissa. Andata on nyt Pariisissa.

ANDATA



KESTÄVÄSTI TUOTETUT
MATERIAALIT

Pyrimine lihtilisiidid on valitud ravimite rühma, mis on suhteliselt ohutud ja millel on hea taluvõime. Neid kasutatakse peamiselt laste ja eakate ravimisel. Kõige sagedamini kasutatakse neid järgmistel juhtudel:

00000000



"Waiting for the first snow"



KESTÄVÄÄ MUOTIA SUOMESTA

Analiza se fokusira na dva aspekta: na razlozima, kojima su nastali i koji su odnosi prepoznati u ovom periodu, kao i na razlozima, kojima su nastali i koji su odnosi prepoznati u ovom periodu. Analiza se fokusira na dva aspekta: na razlozima, kojima su nastali i koji su odnosi prepoznati u ovom periodu, kao i na razlozima, kojima su nastali i koji su odnosi prepoznati u ovom periodu.

卷五 五 五

#andata #andatarverren #weringandata

